



SHAPING OUR TOMORROW

2022 ONLINE SHAREHOLDER EVENT

DAME INGA BEALE
NON-EXECUTIVE CHAIR

14 July 2022

MEDICLINIC INTERNATIONAL DISCLAIMER



This announcement 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 healthcare 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 announcement, 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 announcement 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 UAE; poor performance by healthcare practitioners who practise at its facilities; unexpected regulatory actions or suspensions; competition in general; the impact of global economic changes; the impact of pandemics, including COVID-19; the impact of military conflicts, including the current events in the Ukraine; 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 announcement 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 announcement.

The Group is providing the information in this announcement as of this date, and disclaims any intention to, and makes no undertaking to, publicly update or revise any forward-looking statements, whether as a result of new

GROUP OVERVIEW

DR RONNIE VAN DER MERWE
GROUP CEO MEDICLINIC INTERNATIONAL



COMMITTED TO A BETTER TOMORROW DRIVEN BY OUR PURPOSE

PURPOSE:
TO ENHANCE
THE QUALITY
OF LIFE

DEVELOPING OUR CAPABILITIES



Trusted partner



International perspectives



Data driven



Integrated care



Sustainable
development



Client centric

MISSION:
TO CREATE
VALUE EVERY
DAY

Leading market positions



7 HOSPITALS

in top 30 for Switzerland
according to *Newsweek's* list
of World's Best Hospitals



#1 RANKED

healthcare provider for
6 years in succession by
Brand Finance South Africa



3 HOSPITALS

in top 16 for the UAE
according to *Newsweek's*
list of World's Best Hospitals

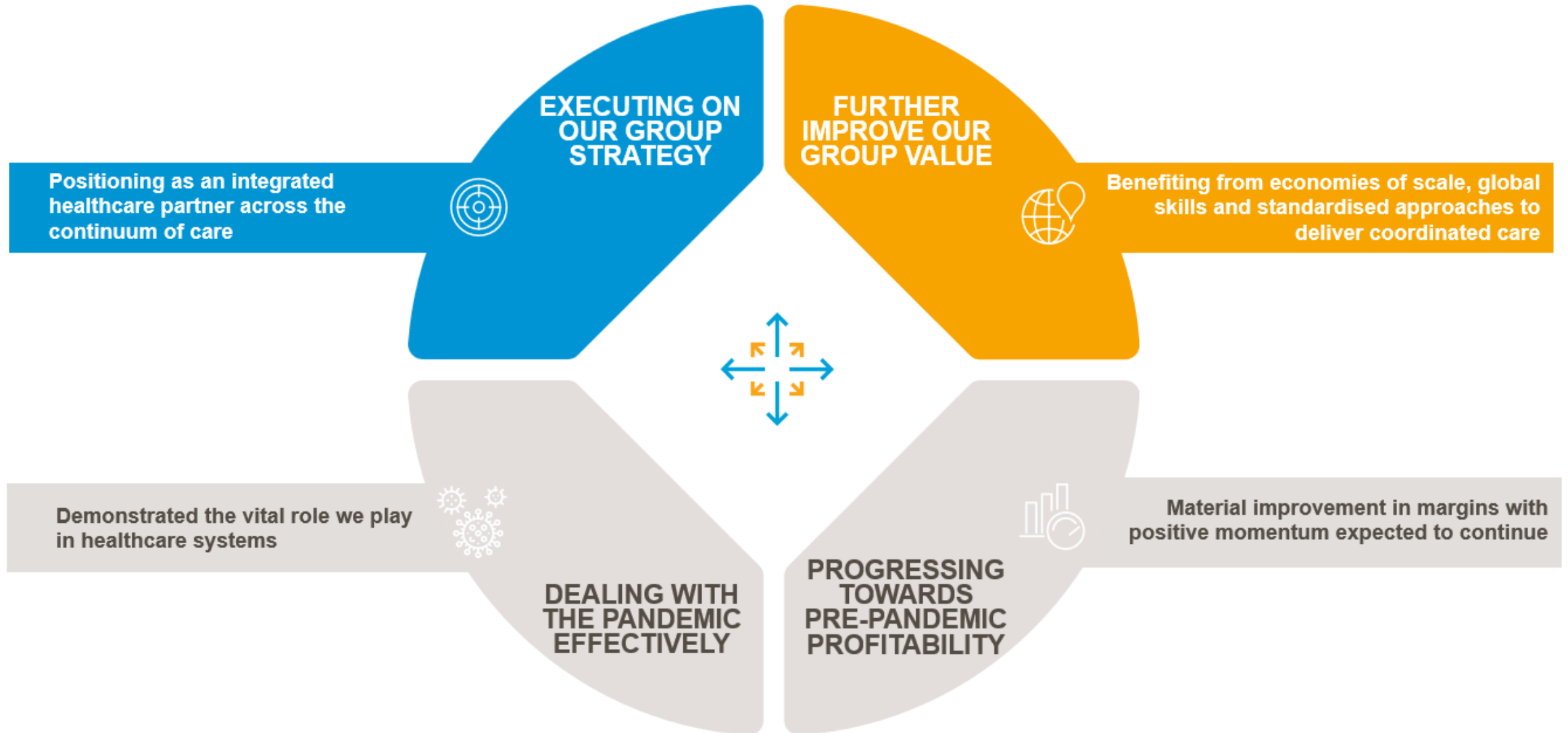
FACILITIES TREATING CLIENTS ACROSS THE CONTINUUM OF CARE

	DIVISIONS			INVESTMENT
31 March 2022	SWITZERLAND	SOUTHERN AFRICA	MIDDLE EAST	SPIRE
BEDS	1 889	8 661	988	-
THEATRES	112	301	40	-
HOSPITALS	17	50	7	39
SUBACUTE HOSPITALS	-	5	-	-
MENTAL HEALTH FACILITIES	-	2	-	-
DAY CASE CLINICS	4	14	2	-
OUTPATIENT CLINICS	-	22 ¹	22	8

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



DELIVERED AGAINST OUR KEY FY22 PRIORITIES STRENGTHENING FOUNDATIONS FOR SUSTAINED SUCCESS



EMERGING STRONGER FROM THE PANDEMIC ADAPTING TO MEET CLIENTS' CHANGING BEHAVIOUR



Vital partnerships

Playing a key role through **collaborating with public and private stakeholders**, including governments and health authorities, in **prevention, containment, testing, treatment and vaccination efforts**



Safety of our people and clients

Vaccine rollouts provided our **committed frontline doctors and nurses** with greater protection, **enhancing the provision of care** to effectively address our clients' broad healthcare needs



International perspective and Group value

International **knowledge and expertise, centrally co-ordinated clinical services and optimised treatment pathways** enabled the safe treatment of all clients



Cared for around

85 000

COVID-19 inpatients requiring hospitalisation since onset of pandemic



Operated

60

COVID-19 vaccination centres at the peak



Administered

1.45m+

COVID-19 vaccines

REVENUE GROWTH DRIVEN BY CLIENT ACTIVITY PROGRESSING TOWARDS PRE-PANDEMIC PROFITABILITY



**Strong operating performance
and recovery in profitability¹**

REVENUE

£3 233m

*Up 8% vs FY21
Up 5% vs FY20*

EBITDA MARGIN

16.1%

*FY21: 14.2%
FY20: 17.5%*

EARNINGS PER SHARE

22.6p

*FY21: 13.7p
FY20: 24.0p*



Significant cash generation

CASH CONVERSION

127%²

*FY21: 77%
FY20: 109%*

CASH GENERATED FROM OPERATIONS

£663m

*FY21: £330m
FY20: £589m*

CASH AND CASH EQUIVALENTS

£534m

*FY21: £294m
FY20: £329m*



**Responsible leverage
and improving returns**

LEVERAGE

3.9x³

*FY21: 5.1x
FY20: 4.3x*

FIXED CHARGE COVER

4.3x⁴

*FY21: 3.6x
FY20: 3.9x*

ROIC

4.0%⁵

*FY21: 3.0%
FY20: 4.4%*

¹ Adjusted measures presented

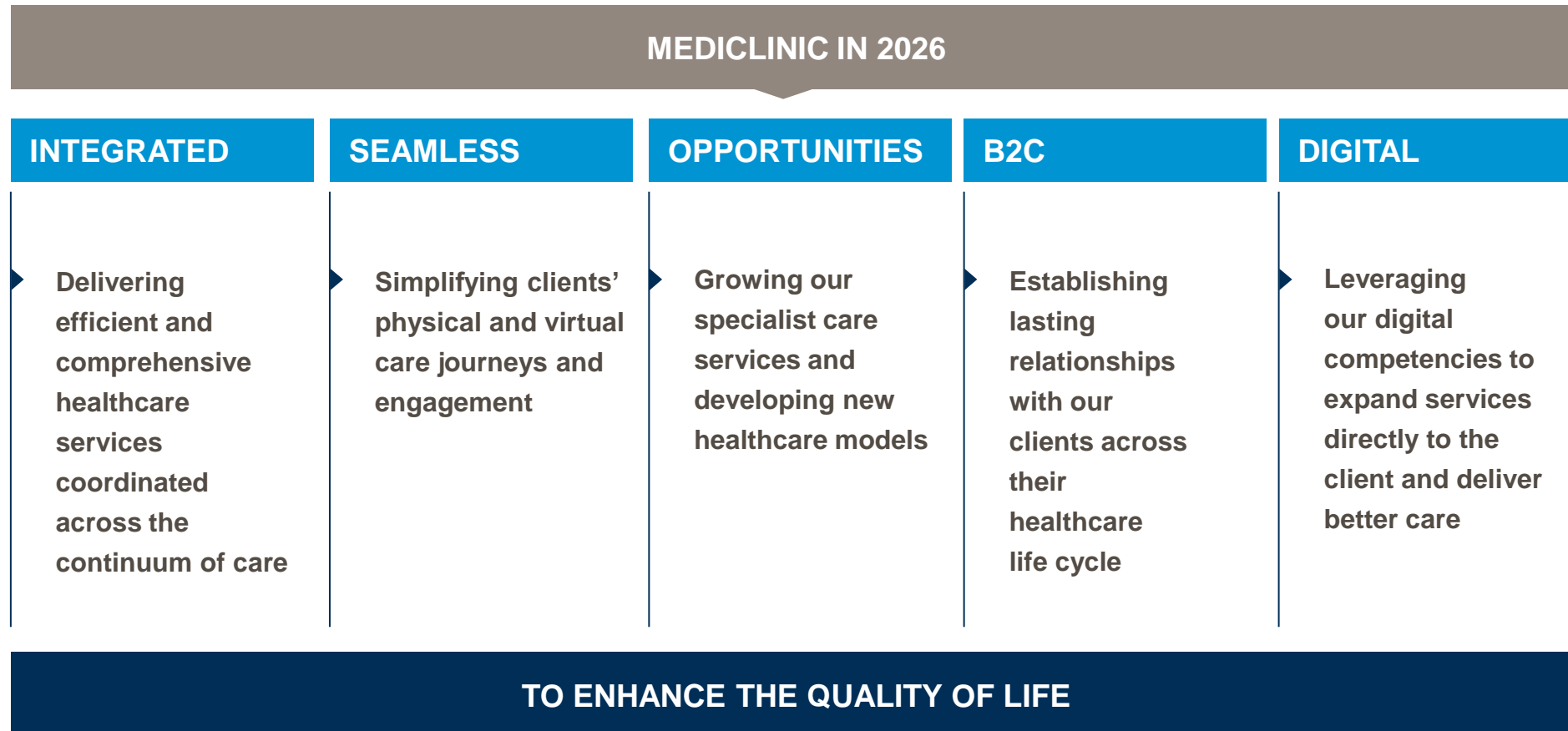
² Calculated as cash generated from operations as a percentage of adjusted EBITDA

³ Calculated as net debt (including lease liabilities) as a percentage of adjusted EBITDA

⁴ Calculated as adjusted EBITDA less expenses related to short-term leases as a percentage of total rent and interest paid

⁵ Calculated as adjusted operating profit after tax paid expressed as a percentage of average invested capital

POSITIONING FOR THE FUTURE HEALTHCARE LANDSCAPE TO MEET LONG-TERM INDUSTRY AND CLIENT NEEDS



INTERNATIONAL PERSPECTIVES CREATING VALUE EVERY DAY FOR OUR STAKEHOLDERS

INTERNATIONAL PERSPECTIVES



**LEVERAGE
GLOBAL**
scale skills
experience



Assess global
healthcare
TRENDS and
OPPORTUNITIES



**INTERNAL
BENCHMARKING**
by actively
managing data



**STANDARDISED
APPROACH**
to key functions
and processes

CREATING VALUE



Accelerated
**LEARNING
CURVE**



High business
STANDARDS
and **ETHICS**



Cost
SAVINGS



Improved
QUALITY and
EFFICIENCIES



TRANSFER
of
competencies



Positioned to
RESPOND to
global healthcare
changes



GROWTH
opportunities for
OUR PEOPLE



TRUSTED
partner

COMMITTED TO A BETTER TOMORROW CONSERVE CONNECT COMPLY

OUR APPROACH TO ESG

CONSERVE

Minimising environmental impact

CONNECT

Building stakeholder trust

COMPLY

Being an ethical and responsible corporate citizen

OUR BETTER TOMORROW

The partner trusted to deliver sustainable value every day

OUR SUSTAINABLE DEVELOPMENT MISSION STATEMENT

'We are committed to ensuring that every day we improve sustainability by managing our resources responsibly and efficiently to the benefit of our stakeholders and the environment.'

OUR TOP PRIORITIES



Energy efficiency



Reduction of carbon emissions



Waste management



Client value proposition



Employee engagement



Employee wellbeing and safety



Diversity and inclusion



Protection of information assets

WELL POSITIONED TO DELIVER FUTURE GROWTH THROUGH ONGOING STRATEGIC EXECUTION

POSITIVE FY23 OUTLOOK

Positive momentum in **financial and operational performance** to continue as we emerge from the pandemic

Increased **client activity** and progressing towards **pre-pandemic profitability**

Expect **meaningful improvement** in earnings

Continued **deleveraging**

ONGOING STRATEGIC EXECUTION

Positioning as an **integrated healthcare partner** across the continuum of care to increase client activity







Investing to maintain our **leading market positions**

Focused on achieving a better tomorrow through our **sustainable development initiatives**

Positively driving **value and improved returns** over the coming years

DRIVEN BY OUR PURPOSE: TO ENHANCE THE QUALITY OF LIFE

Q&A ZOOM FORMAT

-  All attendee lines are **muted** and **video cameras disabled**
-  Questions **submitted in advance** will be addressed first
-  Questions can be asked via Zoom by clicking **'raise hand'**
-  **James Arnold** will moderate the session
-  You will be prompted to unmute your microphone when invited to **ask your question**
-  The **chat function** has been disabled



THANK YOU

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