

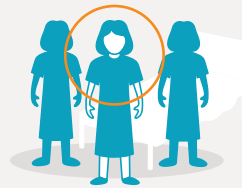
# FY19 FULL YEAR RESULTS SUMMARY

## ADAPTING MEDICLINIC TO THE CHANGING GLOBAL HEALTHCARE ENVIRONMENT

### QUALITY



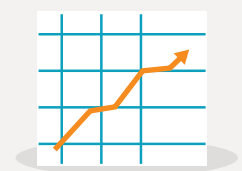
### PATIENTS FIRST



### REGULATORY CHANGES



### RESULTS



During the year, our commitment to delivering high-quality, cost-effective healthcare services on a sustainable basis...

...supported the achievement of our core strategic objective of putting *Patients First*.

The year also brought significant regulatory changes, particularly in Switzerland, which we are adapting to.

However, these negatively impacted our financial performance for the year.

### HIRSLANDEN

**2ND  
HALF  
IMPROVED**



- COST
- MANAGEMENT
- EFFICIENCY

With ongoing regulatory changes 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 compared to the first six months of the year. Hirslanden delivered on its revised EBITDA margin guidance for the full year of 16%.

### MEDICLINIC SOUTHERN AFRICA

completed  
**Nov 2018**

INTERCARE INVESTMENT



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. Excellent operational delivery and continued focus on cost management supported a stable EBITDA margin for the year.

### MEDICLINIC MIDDLE EAST

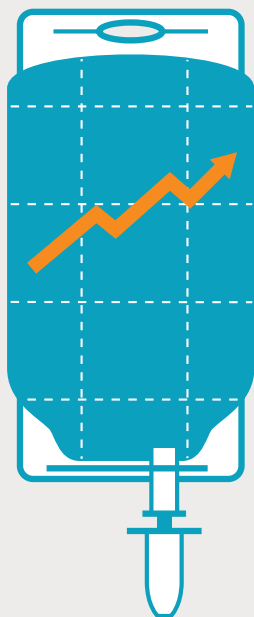
**182  
NEW BEDS**



The new 182-bed Mediclinic Parkview Hospital in Dubai was successfully opened in September 2018, six months ahead of the original schedule. Revenue growth achieved during the year is expected to continue over the medium term as the benefits from this and other investments support the operational delivery of the division along with EBITDA margin expansion.

# FY19 FULL YEAR RESULTS SUMMARY

## Financial Performance Summary



**GROUP REVENUE** +2% TO £2 932M; +4% IN CONSTANT CURRENCY TERMS

### HIRSLANDEN



**47%**  
OF GROUP REVENUE  
Revenue +2% to CHF1 778m

### MEDICLINIC SOUTHERN AFRICA



**30%**  
OF GROUP REVENUE  
Revenue +5% to ZAR15 960m

### MEDICLINIC MIDDLE EAST



**23%**  
OF GROUP REVENUE  
Revenue +7% to AED3 262m

**£232M**

Significant ongoing **Investment** across the Group supporting patient experience, clinical excellence, maintenance, upgrades and expansion

	HIRSLANDEN	MEDICLINIC SOUTHERN AFRICA	MEDICLINIC MIDDLE EAST
Capital Projects and New Equipment	↑ CHF55m (2018: CHF47m)	↑ R506m (2018: R423m)	↑ AED376m (2018: AED358m)
Replacement of Equipment and Property Upgrades	↓ CHF40m (2018: CHF82m)	↑ R672m (2018: R634m)	↑ AED76m (2018: AED31m)
Repairs and Maintenance	↑ CHF41m (2018: CHF40m)	↑ R262m (2018: R219m)	↓ AED33m (2018: AED42m)
Contribution to Corporate Social Initiatives	↓ CHF2.1m (2018: CHF2.3m)	↓ R27.7m (2018: R29.3m)	↑ AED1.4m (2018: AED1.0m)

**750 000**

**Inpatient Admissions** across the Group as the demand for quality healthcare services remains strong

	HIRSLANDEN	MEDICLINIC SOUTHERN AFRICA	MEDICLINIC MIDDLE EAST
Inpatient Admissions	+3.8%	+0.6% <sup>1</sup>	+5.2%
Bed Occupancy	↓ 70.4% <sup>2</sup> (2018: 73.3%)	↓ 69.2% <sup>2</sup> (2018: 69.7%)	↓ 49.8% <sup>3</sup> (2018: 53% <sup>2</sup> )
Average Revenue	-2.2% <sup>4</sup> (per inpatient case)	+4.3% (per bed day)	+2.7% (per admission)

<sup>1</sup> Per bed days sold

<sup>2</sup> Impact of growing outmigration trend and changing treatment modality settings

<sup>3</sup> Impact of Mediclinic Parkview Hospital which during ramp up operates at a lower occupancy rate

<sup>4</sup> Impact of changing insurance mix as a result of changing outmigration regulation

# FY19 FULL YEAR RESULTS SUMMARY

## Operational Summary As at 31 March 2019



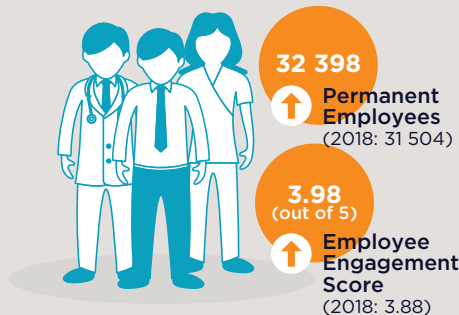
### Facilities

	HIRSLANDEN	MEDICLINIC SOUTHERN AFRICA	MEDICLINIC MIDDLE EAST
Hospitals	18	52	7
Sub-acute Hospitals	-	5	-
Day Case Clinics	2	8	-
Outpatient Clinics	3	-	18
Inpatient Beds	1 916	8 517	926
Theatres	112	296	37

### Press Ganey® Patient Experience Survey

Patient Experience Score	87.6% (2018: 87.8%)	82.2% (2018: 81.9%)	85.6% (2018: 82.7%)
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### Employees



#### Total Employees

	HIRSLANDEN	MEDICLINIC SOUTHERN AFRICA	MEDICLINIC MIDDLE EAST
Permanent Employees	10 442	15 804	6 152
Full-time Equivalents	8 303	19 646	6 152

(Including agency employees)

#### Gallup® Employee Engagement Survey

Employee Engagement Score (Out of 5)	↑ 4.01 2018: 3.93	↑ 3.94 2018: 3.85	↑ 4.02 2018: 3.86
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