HIRSLANDEN
2016 OVERVIEW PRESENTATION
WE WILL BE RESPECTED THROUGHOUT SWITZERLAND.

Because we deliver measurable top-quality medical outcomes, and concentrate all our activities on the needs of our patients. As the biggest provider of medical services, we unite all the relevant medical areas and the best doctors under one roof. All our activities are characterised by responsibility and sustainability. We thus guarantee long-term growth in Switzerland, and contribute towards Mediclinic International’s continuing growth as a successful international healthcare group.

WE WILL BE PREFERRED LOCALLY.

Because we deliver excellent patient care, our hospitals are firmly anchored in the local communities, and as an employer of choice we are able to provide qualified and loyal staff with professional challenge and development. We ensure aligned relationships with doctor communities, and build constructive relationships with all stakeholders.
EXECUTIVE COMMITTEE

Dr Ole Wiesinger  
Chief Executive Officer

Dr Daniel Liedtke  
Chief Operating Officer

Dr Christian Westerhoff  
Chief Clinical Officer

Andreas Kappeler  
Chief Financial Officer
## AT A GLANCE

<table>
<thead>
<tr>
<th>Hospitals</th>
<th>16 in 11 Cantons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctors¹</td>
<td>2 030</td>
</tr>
<tr>
<td>Employees (without employed doctors)</td>
<td>8 750</td>
</tr>
<tr>
<td>Patients²</td>
<td>98 600</td>
</tr>
<tr>
<td>Patient days³,⁴</td>
<td>469 200</td>
</tr>
<tr>
<td>Newborns</td>
<td>6 230</td>
</tr>
<tr>
<td>Length of stay⁴</td>
<td>4.8 days</td>
</tr>
<tr>
<td>Turnover</td>
<td>CHF 1 647 m</td>
</tr>
</tbody>
</table>

Key Figures as of: 31 March 2016: 1 Affiliated and employed doctors / 2 Excl. doctors, 3 Inpatient admissions, without newborns / 4 Adult and maternity patients, source H+ / 5 Average in days, source H+
16 HOSPITALS
PATIENT MIX

FY 2016

25% Basic
43% Semi-private
32% Private
MEDICAL NETWORK

16 Hospitals
- Aarau
- Bern
- Cham Zug
- Geneva
- Heiden
- Lausanne
- Lucerne
- Meggen
- Basle Münchenstein
- Schaffhausen
- St. Gallen
- Düdingen

4 Outpatient clinics
- Lucerne
- Bern
- Schaffhausen
- Düdingen

14 Radiology institutes
- Aarau
- Bern (2)
- Düdingen
- Lausanne (3)
- Lucerne (2)
- Basle Münchenstein
- St. Gallen
- Zurich

4 Radiotherapy institutes
- Aarau
- Lausanne
- Männerdorf
- Zurich
HISTORY

1932 Opening of Klinik Hirslanden Zurich
1944 Acquisition by UBS
1990 Take over of AMI CH
1997 Klinik Permanence Bern
1998 Clinique Bois-Cerf Lausanne
1998 Klinik Beau-Site Bern
1998 Clinique Cecil Lausanne
1998 Klinik Im Park Zurich
2001 Klinik Belair Schaffhausen
2002 AndreasKlinik Cham Zug
2002 Klinik Birshof Münchenstein Basel
2002 Klinik Am Rosenberg Heiden
2002 Acquisition BC Partners
2005 Salem-Spital Bern
2007 Radiotherapie Männedorf
2007 Clinique La Colline Geneva
2007 Hirslanden Klinik Meggen Meggen
2007 Acquisition of Hirslanden by the South African based Mediclinic International
2010 Klinik Stephanshorn St Gallen
2013 Praxiszentrum am Bahnhof Bern
2014 Klinik St. Anna Lucerne
2015 Praxiszentrum Düdingen
2016 Praxiszentrum am Bahnhof Schaffhausen
Mediclinic Southern Africa operates 52 hospitals. Beds: 8,071

Hirslanden operates 16 hospitals and 4 outpatient clinics. Beds: 1,677

Mediclinic Middle East operates 5 hospitals and 29 specialised clinics. Beds: 643

Spire Healthcare operates 39 hospitals and 13 specialised clinics. Beds: 1,700
### Key Figures as of: 31 March 2016

1. **Inpatient admissions without newborns**
2. **Patient days, without newborns**

<table>
<thead>
<tr>
<th></th>
<th>HIRSLANDEN SWITZERLAND</th>
<th>MEDICLINIC SOUTHERN AFRICA</th>
<th>MEDICLINIC MIDDLE EAST</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beds</strong></td>
<td>1 677</td>
<td>8 071</td>
<td>643</td>
</tr>
<tr>
<td><strong>Patients (inpatient)</strong></td>
<td>98 600&lt;sup&gt;1&lt;/sup&gt;</td>
<td>574 931</td>
<td>31 141</td>
</tr>
<tr>
<td><strong>Patient days</strong></td>
<td>469 170&lt;sup&gt;2&lt;/sup&gt;</td>
<td>1 954 365</td>
<td>76 021</td>
</tr>
<tr>
<td><strong>Theatres</strong></td>
<td>88</td>
<td>270</td>
<td>25</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>8 750</td>
<td>16 832</td>
<td>6 932</td>
</tr>
</tbody>
</table>

**Notes:**
- <sup>1</sup>Inpatient admissions without newborns
- <sup>2</sup>Patient days, without newborns
# GROWTH AT HIRSLANDEN 1/2

## Revenue (in CHFm)

<table>
<thead>
<tr>
<th>Year</th>
<th>08/09</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
<th>12/13</th>
<th>13/14</th>
<th>14/15</th>
<th>15/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1,091</td>
<td>1,134</td>
<td>1,218</td>
<td>1,270</td>
<td>1,314</td>
<td>1,437</td>
<td>1,563</td>
<td>1,647</td>
</tr>
</tbody>
</table>

CAGR: 6.1%

## Employees (FTE, including employed doctors)

<table>
<thead>
<tr>
<th>Year</th>
<th>08/09</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
<th>12/13</th>
<th>13/14</th>
<th>14/15</th>
<th>15/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>4,166</td>
<td>4,343</td>
<td>4,576</td>
<td>4,871</td>
<td>5,065</td>
<td>5,530</td>
<td>6,213</td>
<td>6,573</td>
</tr>
</tbody>
</table>

CAGR: 6.7%
GROWTH AT HIRSLANDEN 2/2

PATIENTS (inpatient cases)

PATIENT DAYS

CAGR: 4.3%

CAGR: 3.9%
In summer 2016 The Hirslanden Private Hospital Group is publishing its annual comprehensive quality report for the seventh time.

This underlines our desire for transparency and quality leadership.

Hirslanden sees quality management as a relevant element of the corporate strategy and deliberately faces up to discussions on quality.

Hirslanden consistently uses result indicators for continuous improvement processes at the hospitals.
QUALITY – PATIENT SATISFACTION (PICKER)

ANQ: WOULD YOU COME BACK TO THIS HOSPITAL FOR THE SAME TREATMENT? (2012 TO 2014)
THE SWISS PUBLIC HEALTHCARE SYSTEM
THE SWISS PUBLIC HEALTHCARE SYSTEM

STATE
- Federation
- Canton
- Communities

CITIZENS
- Taxes
- Premium reductions
- Self-payers

PATIENT
- Hospitals
- Doctors’ practices
- Pharmacies

SERVICE PROVIDERS
- Inpatient
  - > 24h
  - ≤ 24h
  - Hospitals
- Outpatient
  - ≤ 24h
  - Spitex etc.

HEALTH INSURERS
- Voluntary supplementary insurance
- Obligatory basic insurance
- Social insurance (accident, invalidity, military)

COST CONTRIBUTIONS

PREMIUMS

REIMBURSEMENT
THE SWISS PUBLIC HEALTH SECTOR

- **Third place** for health expenditure in OECD countries (GDP per capita in US$, PPP).
- **Long hospital stays** in acute hospitals
- **High density** of doctors and nursing staff.
- **High quality output:**
  - No waiting lists
  - One of the highest life expectancies anywhere in the world¹
  - Second place out of 191 countries for "overall goal attainment" according to the WHO²
  - 7th place out of 139 countries in the parameter "Health/Primary Education" in the WEF World Competitiveness Report 2010/11.
  - However, in-depth transparency with regard to the quality of the medical services

Source: OECD Health Data 2010 (Original 2008), except:
IMPORTANCE OF PRIVATE HOSPITALS

• About 40% of all Swiss hospitals are private
• Around one fifth of all hospital services are provided by private hospitals
• In various cantons private hospitals are essential for basic care
• Private hospitals generate over CHF 4.8 billion turnover per annum
• About 30,000 people work in private hospitals
• According to a survey (Omnibus) 85% of respondents think that the Swiss healthcare system needs a mixture of public AND private hospitals

SWISS HOSPITAL MARKET 1/2

- **Beds**
  - Total: 37,636
  - HIRSLANDEN: 19% of private hospitals, 4% of total market
  - 20% Public hospitals, 76% Other private hospitals

- **Operating theatres**
  - Total: 986
  - HIRSLANDEN: 33% of private hospitals, 9% of total market
  - 18% Public hospitals, 73% Other private hospitals

- **Staff (HC)**
  - Total: 191,000
  - HIRSLANDEN: 30% of private hospitals, 4% of total market
  - 11% Public hospitals, 85% Other private hospitals

Source: Verbund Privatkliniken Schweiz: Bericht Privatkliniken Schweiz 2016; Key Figures 2014
Patient days
Total: 12,700,000
HIRSLANDEN
17% of private hospitals
4% of total market
HIRSLANDEN
34% of private hospitals
7% of total market
HIRSLANDEN
37% of private hospitals
7% of total market

Inpatients
Total: 1,376,018
HIRSLANDEN
13% of private hospitals
7% of total market
HIRSLANDEN
34% of private hospitals
7% of total market
HIRSLANDEN
37% of private hospitals
7% of total market

Births
Total: 85,287
HIRSLANDEN
13% of private hospitals
7% of total market
HIRSLANDEN
34% of private hospitals
7% of total market
HIRSLANDEN
37% of private hospitals
7% of total market

Source: Verbund Privatkliniken Schweiz: Bericht Privatkliniken Schweiz 2016; Key Figures 2014
EXPERTISE YOU CAN TRUST
HOSPITALS

- **System provider**: all integral medical services are always available for patients
- First-class **medical quality**
- A **network** of specialised institutes and centres
- **Technology leadership**
- Competent **care** in pleasant **surroundings**
- Each **hospital** has its own character
- Highly qualified **medical** specialists with many years experience
<table>
<thead>
<tr>
<th>MEDICAL DISCIPLINES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orthopaedic surgery/Sports medicine</td>
</tr>
<tr>
<td>Gynaecology/Obstetrics</td>
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<tr>
<td>Surgery/Visceral surgery</td>
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<tr>
<td>Cardiology</td>
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<tr>
<td>Internal medicine</td>
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<tr>
<td>Neurosurgery</td>
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<tr>
<td>Urology</td>
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<td></td>
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<tr>
<td>Heart and thoracic vascular surgery</td>
</tr>
<tr>
<td>Angiology/Vascular surgery</td>
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<tr>
<td>Oncology/Haematology</td>
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<tr>
<td>Otorhinolaryngologie (ORL)</td>
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<tr>
<td>Hand surgery</td>
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<tr>
<td>Plastic surgery</td>
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<tr>
<td>Gastroenterology</td>
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</table>
## VERY LATEST TECHNOLOGICAL STANDARD

<table>
<thead>
<tr>
<th>Infrastructure</th>
<th></th>
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<tbody>
<tr>
<td>Labour suites</td>
<td>23</td>
</tr>
<tr>
<td>Beds intensive care unit</td>
<td>69</td>
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</table>

### Medical technology infrastructure

<table>
<thead>
<tr>
<th>Medical technology infrastructure</th>
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<tbody>
<tr>
<td>MRI (magnetic resonance tomography)</td>
<td>23</td>
</tr>
<tr>
<td>CT (computed tomography)</td>
<td>15</td>
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<tr>
<td>Cardiac catheter laboratory</td>
<td>16</td>
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<tr>
<td>Nuclear medicine</td>
<td>6</td>
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<tr>
<td>LINAC (linear accelerator, incl. CyberKnife)</td>
<td>6</td>
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<tr>
<td>Surgical robot</td>
<td>5</td>
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<tr>
<td>Dialyse units</td>
<td>64</td>
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</table>

Key Figures as of: 31 March 2016
INTEGRATION OF TECHNOLOGY

Example: Comprehensive Cancer Centre
Integration of technology and competence to achieve the highest possible patient benefit

Patient orientation instead of department orientation
PROMOTING NETWORKS

- Interdisciplinary co-operation in diagnostics and treatment
- Co-ordinated co-operation over and beyond hospitals, research partners and sites
- A competence network is the prerequisite for the best possible treatment and care
- Example: Swiss Tumor Institute

<table>
<thead>
<tr>
<th>Vernetzte Fachgebiete</th>
<th>Diagnost.</th>
<th>Prävention</th>
<th>Medizinische Onkologie</th>
<th>Onkologische Chirurgie</th>
<th>Pathologie</th>
<th>Interventionelle Medizin</th>
<th>Strahlentherapie</th>
<th>Palliative Care</th>
<th>Schmerztherapie</th>
<th>Psychologie</th>
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<tr>
<td>Magen Darm</td>
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<td>Brust, Ovar, Uterus</td>
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<tr>
<td>Zentrales Nervensystem</td>
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<td>Lunge</td>
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<tr>
<td>Niere, Urogenitaltrakt</td>
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<tr>
<td>Hals, Nase, Ohren</td>
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<tr>
<td>Haut, Binde-/Stützgewebe</td>
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<thead>
<tr>
<th>Vernetzte Organisation</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Second Opinion, Chemo Lounge, Callcenter/Sekretariat</td>
<td></td>
</tr>
<tr>
<td>Klinische Forschung, Tumorboard, STI-Datenpool</td>
<td></td>
</tr>
</tbody>
</table>
FURTHER SERVICES

CHECK-UP CENTRES

HIRSLANDEN HEALTHLINE
0848 333 999

HIRSLANDEN HOSPITAL GROUP
SWITZERLAND

HIRSLANDEN baby
COMMUNITY INVOLVEMENT
COMMUNITY INVOLVEMENT

The Hirslanden Private Hospital Group pledges long-term involvement in society and politics as a socially responsible partner and works closely and long-term with various interest groups and institutions.
IN Volvement in education

Hirslanden employs around 1000 trainees and students from 30 professions with a high level of education: Swiss Federal Certificate of Competence, professional college, University of Applied Sciences and post-graduate studies.

About 850 trainees and students come from health professions, including around 150 medical assistants who undergo part of their post-graduate training at one of Hirslanden’s hospitals.
Hirslanden Private Hospital Group
www.hirslanden.ch