

BOARD OF DIRECTORS

The ages of the directors provided herein is as at the Last Practicable Date, being 23 May 2017.



DR EDWIN HERTZOG

Non-executive Chairman

Age: 67
Nationality: South African
Committee memberships: Clinical Performance and Sustainability Committee (Chairman), Investment Committee (Chairman), Nomination Committee (Chairman)

Dr Edwin Hertzog* was appointed as the Non-executive Chairman of the Company on 15 February 2016 upon the successful combination of the businesses of the Company (then Al Noor Hospitals Group plc) and Mediclinic International Limited. Prior to the combination, he served as a director of Mediclinic International Limited since 1983 and as the Chairman since 1992. As a specialist anaesthetist, he was commissioned by the then Rembrandt group (now Remgro) in 1983 to undertake a feasibility study on the establishment of a private hospital group, and three years later, in 1986, Mediclinic International Limited (then Mediclinic Corporation Limited) was listed on the JSE. He was appointed as the first Managing Director of Mediclinic International Limited upon its establishment in 1983.

He served as executive Chairman of the company from 1992 until August 2012 when he retired from his executive role, but remained on the Board as non-executive Chairman. He also serves as the non-executive Deputy Chairman of Remgro and is a past non-executive director of the Distell, Total (SA) and Trans Hex groups; and is also a past Chairman of the Hospital Association of South Africa as well as the Council of Stellenbosch University.

Qualifications: M.B.Ch.B.; M.Med.; F.F.A. (SA); and Ph.D. (honoris causa)

* Dr Edwin Hertzog's non-executive directorships listed above qualify as his other significant commitments, for the purposes of Provision B.3.1 of the UK Corporate Governance Code.



DANIE MEINTJES

Chief Executive Officer

Age: 60
Nationality: South African
Committee memberships: Clinical Performance and Sustainability Committee, Disclosure Committee, Investment Committee

Danie Meintjes was appointed as an Executive Director and Chief Executive Officer of the Company on 15 February 2016 upon the successful combination of the businesses of the Company (then Al Noor Hospitals Group plc) and Mediclinic International Limited. Prior to the combination, he served as the Chief Executive Officer of Mediclinic International Limited since 2010. He has served in various management positions in the Remgro group, before joining the Mediclinic Group in 1985 as the Hospital Manager of Mediclinic Sandton. He was appointed as a member of Mediclinic's Executive Committee in 1995 and as a director in 1996. He was seconded to serve as a senior executive of the group's operations in Dubai in 2006 and appointed as the Chief Executive Officer of Mediclinic Middle East in 2007.

Qualifications: He holds an Honours degree in Industrial Psychology from the University of the Free State; and completed the Advanced Management Program at Harvard Business School.



JURGENS MYBURGH

Chief Financial Officer

Age: 42
Nationality: South African
Committee memberships: Disclosure Committee, Investment Committee

Jurgens Myburgh was appointed as an Executive Director and Chief Financial Officer of the Company on 1 August 2016. Prior to joining the Mediclinic Group, he worked at The Standard Bank of South Africa Limited as Executive Vice President of Investment Banking; and, since 2014, at Datalec Limited, an international information and communications technology group, which operates in over 60 countries, where he served as the Chief Financial Officer.

Qualifications: He holds an Honours degree in Accounting from the University of Johannesburg (B.Comm. (Hons)); and is a qualified Chartered Accountant with the South African Institute of Chartered Accountants.



DESMOND SMITH

Senior Independent Director

Age: 69
Nationality: South African
Committee memberships: Audit and Risk Committee (Chairman), Nomination Committee

Desmond Smith was appointed as an Independent Non-executive Director of the Company on 15 February 2016 upon the successful combination of the businesses of the Company (then Al Noor Hospitals Group plc) and Mediclinic International Limited. Prior to the combination, he served as an independent non-executive director of Mediclinic International Limited since 2008 and as the Lead Independent Director since 2010. He was the Chief Executive Officer of the Sanlam Group from April 1993 to December 1997 and of the Reinsurance Group of America (South Africa) from March 1999 to March 2005. He is the present Chairman of both companies. During his career, he has served on various boards and is also a past-president of both the Actuarial Society of South Africa (1996) and the International Actuarial Association (2012).

Qualifications: He holds a Bachelor of Science (B.Sc.) degree; a fellow of the Actuarial Society of South Africa; a Fellow of the Institute of Actuaries (London); and completed an International Senior Managers Program at Harvard Business School.



JANNIE DURAND

Non-executive Director

Age: 50
Nationality: South African
Committee memberships: Nomination Committee, Investment Committee

Jannie Durand* was appointed as a Non-executive Director of the Company on 15 February 2016 upon the successful combination of the businesses of the Company (then Al Noor Hospitals Group plc) and Mediclinic International Limited. Prior to the combination, he served as a non-executive director of Mediclinic International Limited since 2012. Joining the Rembrandt group in 1996, he was appointed as the Chief Executive Officer of Remgro Limited in 2012, which company holds a 44.56% interest in the Company. In his current role, with more than 20 years' experience in the investment industry, he acts as a non-executive director of various companies, including Distell Group Limited, FirstRand Limited, Grindrod Limited, RCL Foods Limited and RMI Holdings Limited.

Qualifications: He holds an Honours degree in Accountancy from the University of Stellenbosch (B.Acc. (Hons)); a Masters of Philosophy in Management Studies from Oxford University (M.Phil. (Management Studies)); and is also a qualified Chartered Accountant with the South African Institute of Chartered Accountants.

* Pieter Uys, the Head of Strategic Investment at Remgro Limited, is appointed as the alternate to Jannie Durand since 7 April 2016. Prior to joining Remgro, he was a founding member and ultimately became the CEO of the Vodacom group, one of the leading mobile networks in Africa.

Qualifications: He holds a M.Eng. (Electrical) degree and an MBA from the University of Stellenbosch.



ALAN GRIEVE

Independent Non-executive Director

Age: 64
Nationality: British
Committee memberships: Audit and Risk Committee, Disclosure Committee (Chairman), Investment Committee

Alan Grieve was appointed as an Independent Non-executive Director of the Company on 15 February 2016 upon the successful combination of the businesses of the Company (then Al Noor Hospitals Group plc) and Mediclinic International Limited. Prior to the combination, he served as an independent non-executive director of Mediclinic International Limited since 2012. Mr Grieve is a non-executive director of Reinet Investments Manager S.A., having served as Chief Executive Officer of the company from 2012 to 2014 and Chief Financial Officer from 2008 to 2011. He is a former Director of Corporate Affairs of Compagnie Financière Richemont S.A. Prior to joining the Richemont group in 1986, he worked with Pricewaterhouse & Co (now PricewaterhouseCoopers) and Arthur Young (now Ernst & Young).

Qualifications: He holds an Honours degree in Business Administration from Heriot-Watt University (B.A. (Hons)); and is also a qualified Chartered Accountant with the Institute of Chartered Accountants.



SEAMUS KEATING

Independent Non-executive Director

Age: 53
Nationality: British
Committee memberships: Audit and Risk Committee, Investment Committee

Seamus Keating was appointed as an Independent Non-executive Director of the Company (then Al Noor Hospitals Group plc) on 5 June 2013 and continues to serve as a director of the Company following the successful combination of the businesses of the Company (then Al Noor Hospitals Group plc) and Mediclinic International Limited in February 2016. He has over 20 years' experience in the global technology sector in both finance and operational roles and was a main board director of Logica plc from 2002 until April 2012 having joined Logica as Group Finance Director in 1999. He was Chief Financial Officer of Logica plc from 2002 until 2010 when he became Chief Operating Officer and head of its Benelux operations. Prior to his role at Logica plc, he worked for the Olivetti Group from 1989 until 1999 in senior finance roles in the UK and Italy. Mr Keating was non-executive director and chairman of the audit committee of Mouchel plc from November 2010 to September 2012. He is currently Chairman of First Derivatives plc and a non-executive director of BGL Group Limited. He has been chairman of Mi-pay Group plc since April 2014.

Qualifications: He is a fellow of the Chartered Institute of Management Accountants.



PROF DR ROBERT LEU

Independent Non-executive Director

Age: 70
Nationality: Swiss
Committee memberships: Clinical Performance and Sustainability Committee, Nomination Committee, Remuneration Committee

Prof Dr Robert Leu was appointed as an Independent Non-executive Director of the Company on 15 February 2016 upon the successful combination of the businesses of the Company (then Al Noor Hospitals Group plc) and Mediclinic International Limited. Prior to the combination, he served as an independent non-executive director of Mediclinic International Limited since 2010. He is professor emeritus of the University of Bern in Switzerland. Complementary to his academic career as full professor in economics at the Universities of St. Gallen and Bern, he has acted as economic adviser to executive and legislative bodies on all policy levels in Switzerland and to international institutions, in particular to the WHO, the OECD and the World Bank. He is a director of Visana AG since 2009 and serves as the Vice-President of the company since 2014, President of the Alliance for a Free Health Care System in Switzerland since 2013, and a director of MG Integrated Care Holding AG in Switzerland since April 2017. He was a prior director of Hirslanden AG and past President of Arcovita AG.

Qualifications: He holds a Master's degree in Economics; and a Doctorate in Economics (Ph.D.), both from the University of Basel.



NANDI MANDELA

Independent Non-executive Director

Age: 48
Nationality: South African
Committee membership: Clinical Performance and Sustainability Committee

Nandi Mandela was appointed as an Independent Non-executive Director of the Company on 15 February 2016 upon the successful combination of the businesses of the Company (then Al Noor Hospitals Group plc) and Mediclinic International Limited. Prior to the combination, she served as an independent non-executive director of Mediclinic International Limited since 2012. She is a director of Linda Masinga & Associates, a town planning and consultancy firm since 2003. Prior to that, she was employed by the Tongaat-Hulett Group from 1992 to 1997, before joining BP where she worked in various sales and public affairs positions from 1997 to 2003.

Qualifications: She holds a Bachelor's degree in Social Science from the University of Cape Town (B.Soc.Sc.); completed the Associate in Management programme at the University of Cape Town; and obtained a Certificate in Strategic Management from the New York New School University.



TREVOR PETERSEN

Independent Non-executive Director

Age: 61
Nationality: South African
Committee memberships: Audit and Risk Committee, Nomination Committee, Remuneration Committee (Chairman)

Trevor Petersen was appointed as an Independent Non-executive Director of the Company on 15 February 2016 upon the successful combination of the businesses of the Company (then Al Noor Hospitals Group plc) and Mediclinic International Limited. Prior to the combination, he served as an independent non-executive director of Mediclinic International Limited since 2012. In 1996, he resigned from the University of Cape Town ("UCT") to take up a partnership in the merged firm of PricewaterhouseCoopers Inc. He served as a partner of the national firm from 1997 to 2009 and served as the Partner-in-Charge of Cape Town and as Chairman of the Western Cape Region. Mr Petersen currently serves as the Chairman of the Finance Committee of UCT. He is an independent non-executive director on the boards of Petmin Ltd and Media24 (Pty) Ltd (a subsidiary of Naspers Ltd) and is currently the Managing Trustee of the Woodside Village Trust. Trevor has served professional membership associations such as the South African Institute of Chartered Accountants and was elected the Chairman of the national body in 2006 and 2007.

Qualifications: He holds an Honours degree in Accountancy from the University of Cape Town (B.Comm (Hons)); and is also a qualified Chartered Accountant with the South African Institute of Chartered Accountants.