

# STRATEGIC REPORT

## HIGHLIGHTS

**STRONG PATIENT GROWTH** across all the operating platforms

**CONTINUED INVESTMENTS** in patient experience and clinical qualities initiatives

**SUCCESSFUL COMPLETION** of Mediclinic and Al Noor Combination **AND ACQUISITION** of 29.9% stake in Spire Healthcare Group

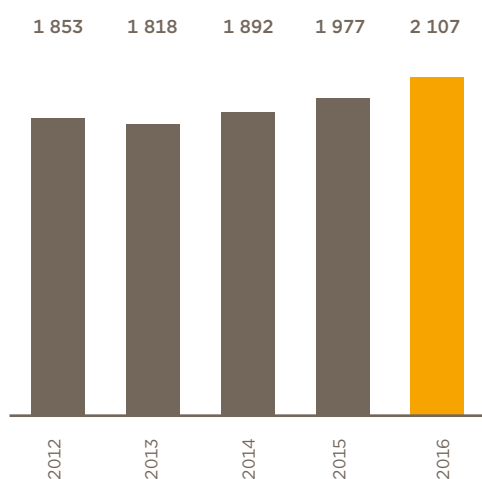
Solid financial performance with **STABLE MARGINS** and good cash generation

**REVENUE GROWTH** of 7% with stable margins at 20.3% driving strong underlying earnings growth

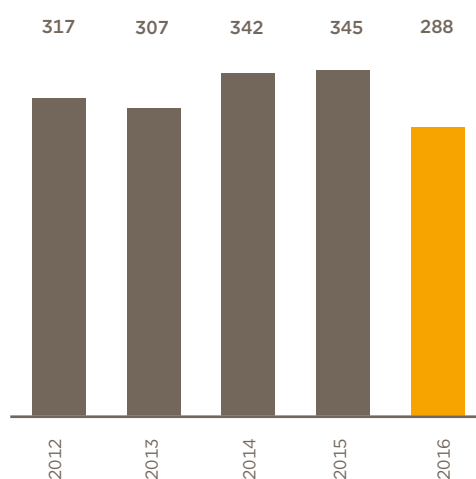
Underlying **BASIC EARNINGS PER SHARE INCREASED** by 3% to 36.7 pence

**PROPOSED FINAL DIVIDEND** per ordinary share of 5.24 pence

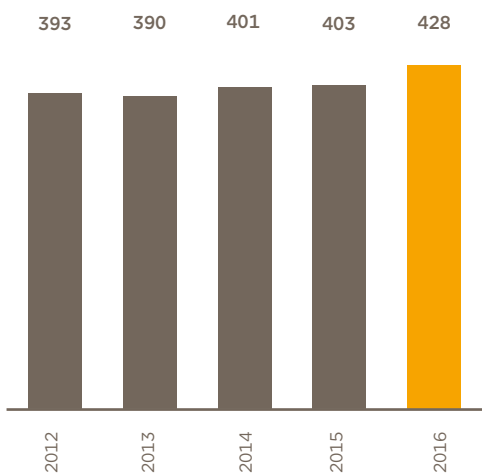
REVENUE (£'m)\*



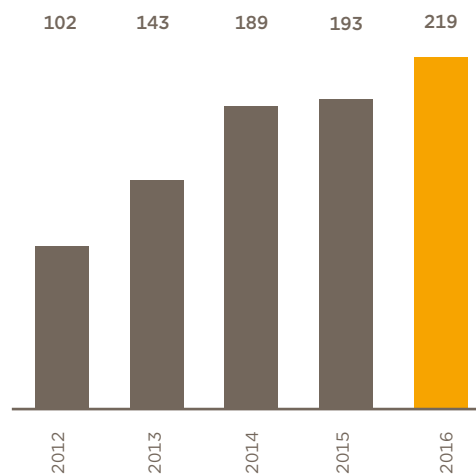
OPERATING PROFIT (£'m)\*



UNDERLYING EBITDA (£'m)\*\*



UNDERLYING EARNINGS (£'m)\*\*



\* IFRS measure

\*\* Non-IFRS measure



See the reconciliations between the statutory and underlying (non-GAAP) measures on pages 55 and 56.