

KEY PERFORMANCE INDICATORS

		2016	2015	% change
FINANCIAL				
Revenue	£'m	2 107	1 977	7%
EBITDA ¹	£'m	382	406	(6%)
Underlying EBITDA ¹	£'m	428	403	6%
Operating profit	£'m	288	345	(17%)
Earnings ²	£'m	177	241	(27%)
Underlying earnings ¹	£'m	219	193	13%
Basic earnings per share	pence	29.6	44.6	(34%)
Underlying basic earnings per share ¹	pence	36.7	35.8	3%
Dividend per share	pence	7.90	9.33	(15%)
Net debt at the year end	£'m	1 536	1 353	14%
Capital expenditure on projects, new equipment and replacement of equipment	£'m	186	192	(3%)
Southern Africa	£'m	52	80	(35%)
Switzerland	£'m	98	95	3%
United Arab Emirates	£'m	36	17	112%



Notes:

¹ See the reconciliations between the statutory and the non-GAAP earning measures on pages 55 to 56.

² Earnings refer to profit attributable to equity holders.

The Al Noor acquisition has been classified as a reverse takeover in terms of IFRS 3. Since Mediclinic International Limited has been identified as the acquirer, the comparative figures are those of Mediclinic International Limited's 2015 Group results excluding Al Noor and are re-presented in pounds sterling. Al Noor's results have been consolidated from the effective date of the acquisition (15 February 2016).



Group results are subject to movements in foreign currency exchange rates. Refer to page 57 for exchange rates used to convert the operating platforms' results to pound sterling.

		2016	2015
OPERATIONAL			
Number of hospitals in operation		73	70
Southern Africa		52	52
Switzerland		16	16
United Arab Emirates		5	2
Number of clinics in operation		45	13
Southern Africa		2	0
Switzerland		4	3
United Arab Emirates (including Al Noor)		39	10
Number of licensed/registered beds (including day facility beds)		10 415	9 922
Southern Africa		8 017	7 885
Switzerland		1 677	1 655
United Arab Emirates (including Al Noor)		721	382
Number of licensed/registered theatres (including day facility theatres)		387	367
Southern Africa		270	269
Switzerland		92	88
United Arab Emirates (including Al Noor)		25	10

		2016	2015
SOCIAL, ENVIRONMENTAL AND OTHER			
Included in RobecoSam Dow Jones Sustainability Index		Yes	Yes
Number of employees		32 884	27 696
Southern Africa		16 832	16 522
Switzerland		9 120	8 749
United Arab Emirates (including Al Noor)		6 932	2 425
Staff turnover rate			
Southern Africa		6.8%	7.2%
Switzerland		5.2%	6.9%
United Arab Emirates		12.4%	11.7%
Training spend as approximate percentage of payroll			
Southern Africa		3.6%	3.0%
Switzerland		5.0%	5.0%
United Arab Emirates		0.3%	0.2%
Spent on corporate social investment			
Southern Africa	R'm	11.8	10.4
Switzerland	CHF'm	2.5	2.1
United Arab Emirates	AED'm	0.8	0.7
Transformation (South Africa only)			
BBBEE scorecard contributor level		4	4
Percentage black employees		70.5%	69.1%
Percentage black management employees		25.7%	25.8%
Ranking in CDP Climate Disclosure Leadership Index		joint 1st	joint 2nd
Total energy usage (gigajoules/bed day)		1.652	1.754
Southern Africa		0.333	0.331
Switzerland (per calendar year)		0.477	0.533
United Arab Emirates (hospitals only)		0.842	0.890