

Our purpose and promise

Our purpose

Providing **YOU** with the best and safest care

Our promise

We promise to care for you, and about you, in a manner that places you and your family at the centre of everything we do. We recognise that you are an individual with unique needs and expectations. We recognise the importance of your family and loved ones in your healing process. We are here to ensure that we provide you with the best and safest care, when you need it and in a way that we would wish for our loved ones.

Our values

Our core value is **CARE**. We care about the **DIGNITY** of patients and all members of the Netcare family. We care about the **PARTICIPATION** of our people and partners in everything that we do. We care about **TRUTH** in all our actions. We engage everyone with empathy and respond with acts of **COMPASSION** in all interactions with our patients and their families.

Our first duty to protect the sanctity of life and our irrevocable commitment to care defines the value we create for individuals and society, today and for the future.

Our purpose matters to our people, our patients and society

Our people have lived our purpose and our values even under the hardship, exhaustion and loss we have faced due to COVID-19. Patients and the public alike have recognised their critical contribution, alongside all healthcare workers, to the safety, health and wellbeing of individuals and communities. This has served to reaffirm for healthcare workers their calling and purpose. In a time of unprecedented difficulty, this affirmation has bolstered our confidence that our strategy is appropriate, and our purpose never more meaningful and inspiring.

We serve people in their time of need

We combine compassion, expertise and technology to provide each and every patient with the best and safest quality care, giving them the confidence they need when they need it most and helping them make good health decisions at every stage of their life journey. We call it person-centred health and care, digitally enabled and data driven.

We are committed to pushing out the boundaries of healthcare

Our strategy aims to reinvent our business, to create a world-class healthcare ecosystem, home to the biggest hearts and brightest minds and deepest expertise in the country, and able to play a meaningful role in the lives of more South Africans, more often.

We are dedicated to providing a consistent standard of exceptional care

Our values and our strategy make caring for people and society intrinsic to all our decisions and actions. This is how we create value for our stakeholders and for the healthcare system of which we are an integral part, now and for the future.

What we do



PRIVATE HOSPITALS ►



53

acute hospitals

10 005

beds

15

cancer care centres

12

day clinics

12

mental health hospitals

891 beds



Services

- Multi-disciplinary acute medical institutions, including centres of excellence, rehabilitation, day clinics for non-acute procedures and care, and emergency and trauma departments.
- Institutional pharmacies for direct supply, management and dispensing of medicine.
- >10 000 appointments facilitated through Netcare **appointmed**^{TM1}.
- Dedicated acute mental health facilities.

Differentiators

- A number of accredited facilities, with 29 accredited trauma units. Netcare Milpark, Netcare St Anne's and Netcare Union hospitals are the only accredited Level 1² trauma hospitals in SA³.
- Netcare Rehabilitation Hospital (our first fully digitised hospital).
- An integrated multi-disciplinary approach to mental healthcare focusing on dialectical behavioural therapy.

1. Netcare **appointmed**TM is our free telephonic appointment service.

2. Capable of providing leadership and total care for every aspect of injury, from prevention through rehabilitation, and have 24-hour availability of all major specialties with a trauma surgeon as director. Our trauma units are accredited by the Trauma Society of South Africa.

3. The full list of our accredited facilities can be found in the Quality report.

EMERGENCY SERVICES ▶**82**

emergency bases

223

ambulances and emergency response vehicles, including helicopters

>470 000

calls a year managed by the Emergency Operations Centre (EOC)

Services

- Pre-hospital emergency services, including specialised helicopter ambulances, intensive care unit (ICU) ambulance service (patient transfer between medical facilities) and an ICU-configured jet ambulance service (national and international patient transfer).
- National EOC with geolocation capabilities.
- Contracted services to industrial clients and corporates for health, safety and risk management.
- Contracted to manage the emergency services of client medical schemes.

Differentiator

The only emergency service in Africa that is fully digitised.

PRIMARY CARE ▶NETCARE
medicross**68**

primary healthcare facilities

>111 000

lives covered by occupational health services

Services

- Family medical and dental clinics providing access to general practitioners (GPs), dentists, radiology, pathology, pharmacy and allied healthcare practitioners.
- Sub-acute facility.
- Occupational health, travel and wellness services to contracted employer groups.
- >3 000 appointments facilitated through Netcare **appointmed™**.

Differentiator

The largest primary healthcare provider in the private sector with a national footprint, and providing a comprehensive basket of primary care services.

RENAL CARE ▶**69**

renal dialysis facilities

956

dialysis stations

Services

- Dialysis services to patients with compromised kidney function.

Differentiator

Largest provider of dialysis services in SA.

NETCARE
plus**>1 080** partner GPs**>170** optometrists**Products**

- Prepaid vouchers for GPs, optometrists and dentists.
- Prepaid all-inclusive in-hospital procedures.
- Accident and trauma cover and gap cover.

Differentiator

Trusted partner network of healthcare practitioners across the country supporting NetcarePlus vouchers.

EMPLOYEES WELLNESS ▶**>1 000** clients**>1 700 000** lives covered**Services**

- A holistic offering of people-focused solutions, preventative care and counselling services that mitigate risks and puts business and employee wellbeing first.

Differentiator

Leading provider of employee health and wellness programmes.

TRAINING FACILITIES ▶**5** nursing education colleges**2** emergency and critical care colleges**4** National Renal Care training academies**13** National Renal Care facilities accredited to train clinical technology students.**18** National Renal Care facilities accredited to train nephrology nursing students**Differentiator**

The largest private provider of training for healthcare workers in SA.

Where we are



Netcare Hospitals

PROVINCE	FACILITIES	BEDS
Eastern Cape	2	489
Free State	4	408
Gauteng	29	5 699
KwaZulu-Natal	10	2 031
Limpopo	1	200
North West	1	211
Western Cape	6	967
Total	53	10 005
New development		
Netcare Alberton Hospital		



Hospital listing.



Netcare 911

PROVINCE	FACILITIES
Eastern Cape	2
Free State	2
Gauteng	26
KwaZulu-Natal	9
Limpopo	9
Mpumalanga	19
North West	10
Western Cape	5
Total	82

NETCARE
cancer care

Netcare Cancer Care

PROVINCE	FACILITIES
Gauteng	8
KwaZulu-Natal	3
Western Cape	4
Total	15

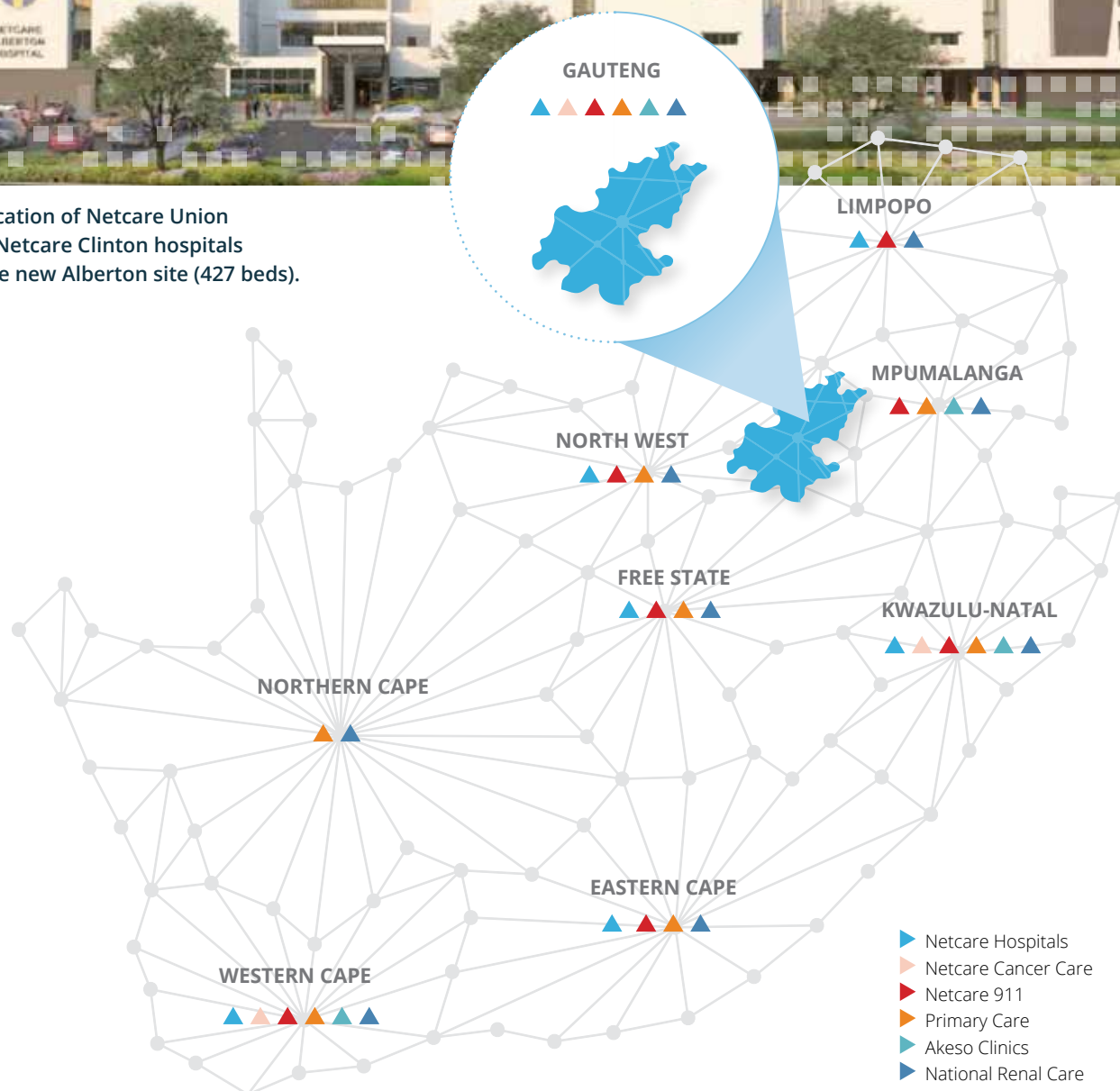


NETCARE
medicross

Primary Care

PROVINCE	FACILITIES
Eastern Cape	6
Free State	1
Gauteng	22
KwaZulu-Natal	14
Mpumalanga	2
North West	2
Northern Cape	2
Western Cape	19
Total	68

Relocation of Netcare Union and Netcare Clinton hospitals to the new Alberton site (427 beds).



Akeso Clinics

PROVINCE	FACILITIES	BEDS
Gauteng	4	415
KwaZulu-Natal	2	140
Mpumalanga	1	75
Western Cape	5	261
Total	12	891

New developments

Akeso Clinics Gqeberha
Akeso Clinics Polokwane
Akeso Clinics Richards Bay



Hospital listing.

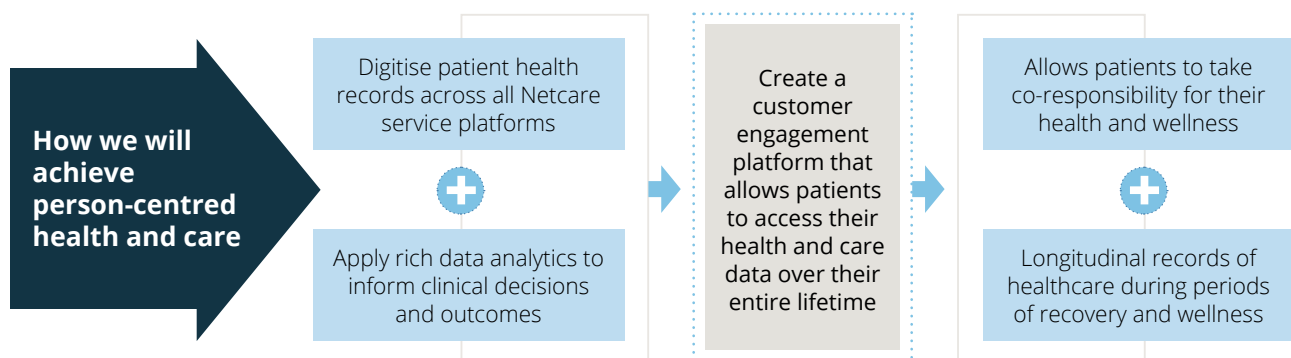
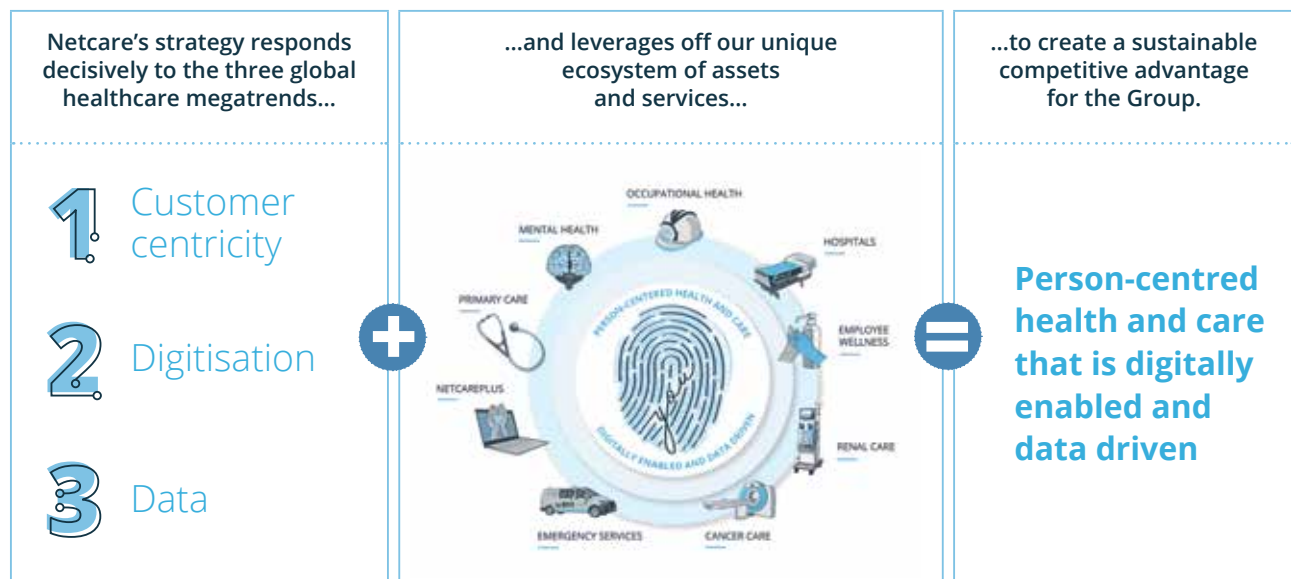


National Renal Care

PROVINCE	FACILITIES	DIALYSIS STATIONS
Eastern Cape	11	189
Free State	3	22
Gauteng	22	302
KwaZulu-Natal	14	206
Limpopo	3	31
Mpumalanga	1	12
North West	2	19
Northern Cape	1	10
Western Cape	12	165
Total	69	956

Our strategy

We are reinventing how we deliver health and care; moving Netcare from the siloed and episodic approach typical of traditional healthcare to providing seamless and integrated services across all our platforms, enabled by digitisation and informed by rich data. Over the medium term, we expect to achieve a care offering that is highly differentiated in SA, driving above market growth and earning enhanced returns for our shareholders. Achieving our strategy will also deepen the socioeconomic and environmental value we create for our stakeholders and society in the long term.



Intended strategic outcomes

Medium-term outcome

Grow market share

Annual patient day growth to exceed the market by excelling in our traditional business and developing new products and services.

Medium-term outcome

Deliver differentiated products and services

Differentiate Netcare with superior quality outcomes, and enhanced patient safety, experience and engagement.

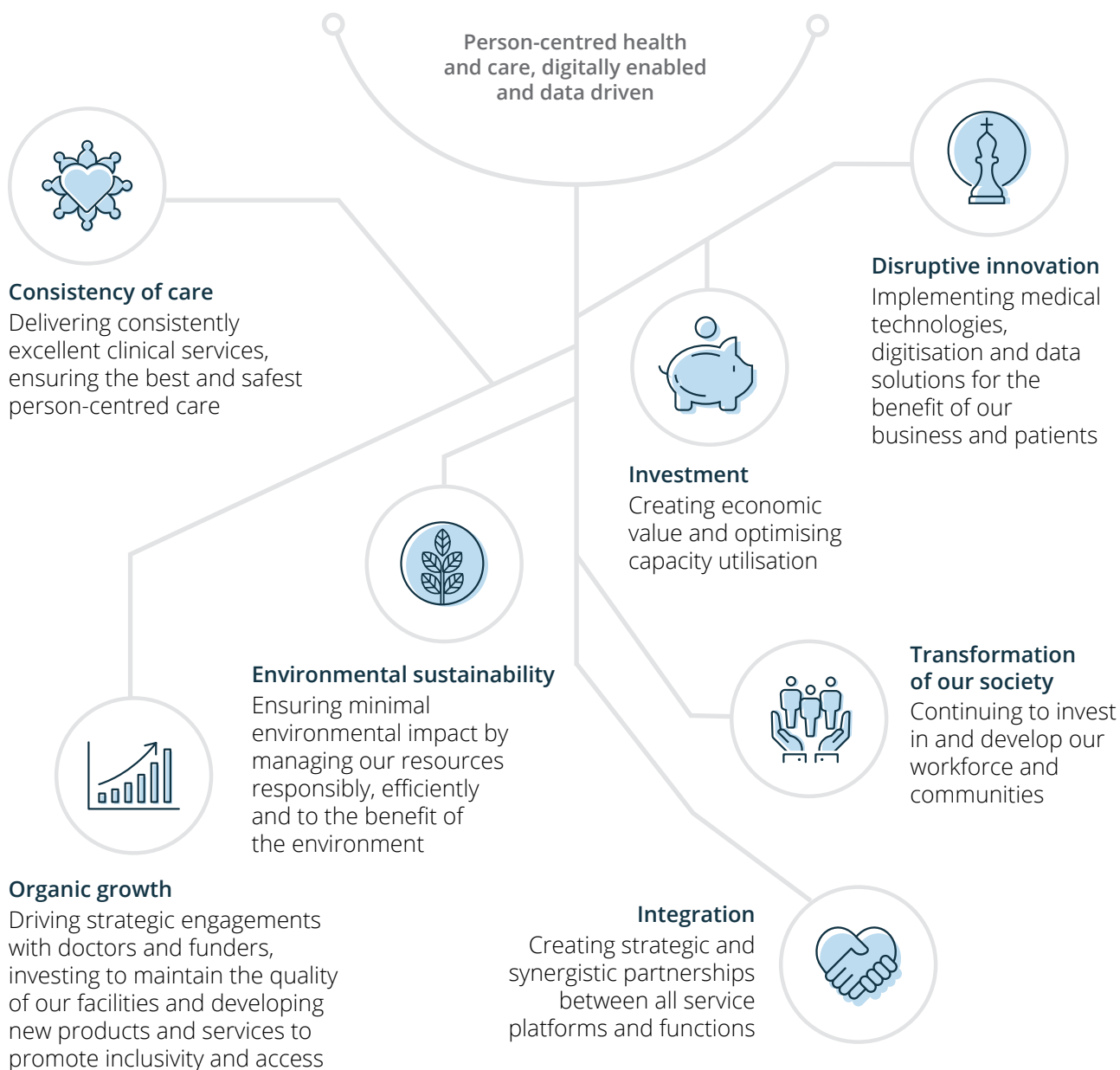
Medium-term outcome

Retain patients within our ecosystem of integrated services

Provide an integrated healthcare platform and improved personalised experiences to retain patients within our ecosystem over their lifetimes.

Our strategic pillars

Each of our strategic pillars has clearly defined objectives, plans and projects that in combination will achieve our intended strategic outcomes. Leading our sector in environmental sustainability has become core to our approach and has now been elevated to a standalone pillar, aligned to the criticality of this aspect of ESG for global wellbeing.



Medium-term outcome

Improve margins and returns

Meet our internal targets for ROIC¹, EBITDA² margin, net debt/EBITDA, EBITDA/net interest and occupancy.

Medium- to long-term outcome

Maintain social licence to operate

Contribute meaningfully to the national healthcare system, improve our B-BBEE scorecard in FY2022, meet our environmental sustainability targets for FY2030 and maintain a high level of stakeholder engagement and communication.

1. Return on invested capital (ROIC).

2. Earnings before interest, tax, depreciation and amortisation (EBITDA).

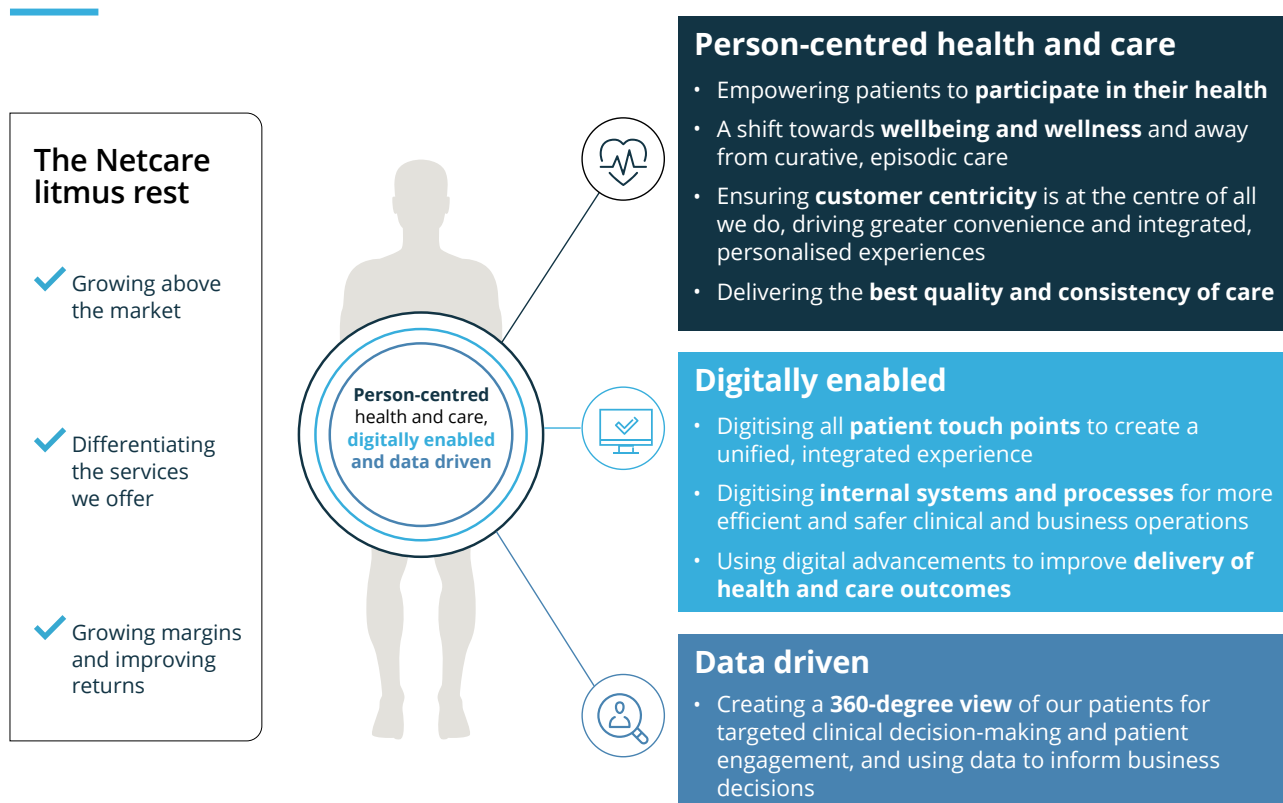
Our strategy continued

What are we solving for

	1 Global	2 South Africa	3 Netcare
The problem	- Fragmented, episodic healthcare - Not participatory - Not individualised - Costly versus outcomes achieved	- Large inequity in access - Fiscal constraints - Healthcare worker shortages - Challenging societal issues	- World-class care within private sector but patient experiences often disjointed and variable across healthcare providers - No significant differentiation
The potential solutions	- Integrated, multi-disciplinary healthcare approach across the continuum of care - Participatory healthcare - Person-centred health and care - A focus on wellness	- Universal access - CC HMI¹ recommendations - Corporate SA must lead transformation across sector - Focus on ESG practices - Force for social good - Innovating for access and affordability	- Embrace solutions achieved by leading global players in integrated healthcare - Create a differentiated business offering and sustainable competitive advantage – the Netcare moat

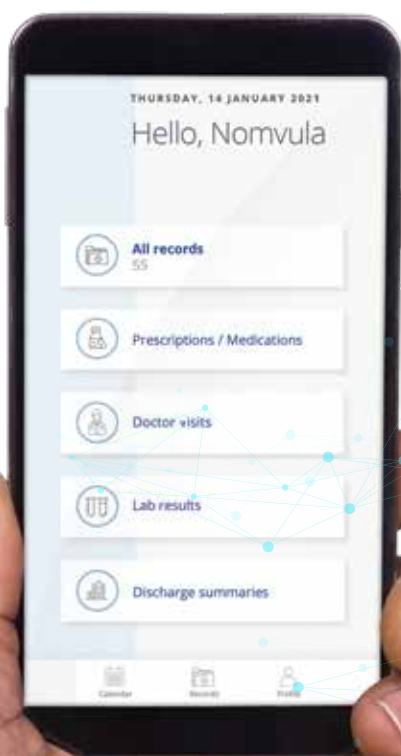
1. Competition Commission Healthcare Market Inquiry (CC HMI).

The Netcare moat



The result?

Putting a patient's health and care in the palm of their hand



1

Access to information on any interaction in the Netcare ecosystem in the **palm of patients' hands** (available in 2022)

2

Continuity of care – reduced duplication of diagnostic tests and procedures, and seamless engagement between healthcare professionals in the Netcare ecosystem

3

Better quality of care – healthcare professionals will have a full view of their patient anywhere and anytime

4

Patients can actively **participate in their health** and focus on their full healthcare journey, including wellness

Partnering with global IT giants to deliver our strategy



Our business model

Our inputs

(elements of financial and intellectual capital are embedded within each of the capitals outlined below)



Social and relationship capital

- Maintaining trusted relationships with key stakeholders – especially our patients, people, healthcare professionals, funders and suppliers – in the private healthcare value chain, and developing constructive relationships within the public healthcare sector and with regulators and government.
- Our management approaches, processes and procedures, increasingly enabled by digitisation and data, and our values-driven culture, support quality stakeholder relationships.

Key constraints:

- Ensuring consistent quality of care across our network.
- Balancing key stakeholder interests.
- Ability of local suppliers to provide specialised equipment.
- Aligning the interests of funders and healthcare providers.
- Finding healthcare models that increase access to healthcare.



Social and relationship capital: PG 112.



Human and intellectual capital

- An experienced leadership team.
- Investment in employee training and development (including nurse education), as well as change management initiatives.
- Data, systems and management to deliver quality outcomes.
- Our systems, processes and procedures to develop and monitor quality outcomes to ensure the best and safest care.
- Investment in digitisation and data analytics.

Key constraints:

- Attracting and retaining scarce talent in a competitive environment, exacerbated by emigration and limits on the number of nurses that we can train.
- User acceptance of digital offerings.
- Maintaining focus on innovation while prioritising disaster management to save lives during the pandemic.
- Regulatory impediments and challenges associated with innovation and new business development.



Human and intellectual capital: PG 138.



Manufactured capital

- Investment in specialised healthcare facilities, advanced medical equipment, and intangible assets.
- Investment in expansionary projects.
- Nurse and paramedic training facilities.

Key constraint:

- Balancing asset heavy and asset light service provision.



Manufactured capital: PG 156.



Natural capital

- Investment in environmental sustainability.
- Energy and water consumption, including from renewable sources.

Key constraints:

- Unstable supply of electricity and water as a result of ailing national infrastructure.
- Capital required to install solar photovoltaic (PV) plants and water recycling systems.



Natural capital: PG 160.



Financial capital

- Equity capital from shareholders.
- Cash and debt facilities, including capital raised in SA's first Green Bond.

Key constraints:

- Recovering profitability in a tough economic environment.
- The impact of COVID-19 on elective surgery and non-essential hospitalisation, as well as patient visits to primary care facilities.
- Rising costs relative to tariffs.
- Retaining long-term support of providers of capital.



Financial capital: page 170.

Our promise

PG 03

To provide YOU with the best and safest care.**Our context**

PG 40

COVID-19**Operating environment****Stakeholder expectations****Our material matters**

PG 56



Deliver outstanding person-centred health and care



Recognise, protect and invest in our employees and healthcare practitioners



Partner with the public sector and civil society to accelerate transformation in SA and prioritise higher social returns



Recover, defend and grow long-term profitability



Continue to develop visionary and effective leadership

Our strategy

PG 08

Person-centred health and care**DIGITALLY ENABLED**

EMRs across all service platforms

Improved IT infrastructure and architecture

Integrated and centralised systems

Person-centred engagement channels

DATA DRIVEN

Customer engagement platform

Modernised data infrastructure

Predictive analytics tools

Data Council

DISRUPTIVE AND INNOVATIVE**Our outputs and activities****Care pathways supported by ongoing wellness initiatives**

Need for primary, acute, mental health or emergency care



Book an appointment or call an ambulance



Choose facility



Pre-admission



Admission

Access to care

Diagnosis



Treatment



Recovery



Discharge



Follow-ups



Ongoing treatment

Consistency of care**Guided care****Governance and risk management (capital inputs)**

How we performed
PG 110

Governance overview
PG 30

OPERATING MANAGEMENT SYSTEMS

People management



Consistency of care leadership



Asset management



Environmental sustainability



Capital management

Governance, risk management and compliance frameworks, policies and controls, which align to King IV and best practice, are well embedded at enterprise and operational levels to support our ability to fulfil our purpose, and conduct our business ethically, responsibly and efficiently.

Outcomes aligned to the Quadruple Aim¹

Value outcomes
PG 88

Best patient experience

Most cost effective

Best clinical outcomes

Development and wellbeing of employees, leaders and healthcare practitioners

1. The **Quadruple Aim** aims to optimise the performance of healthcare systems through the integration of four critical objectives. Our adoption of this international framework enables us to balance the value of our services with their cost to society, recognising that our people and partnerships are fundamental to achieving this balance.