

Company Information Report

Contact Details

Home Country:	Postal Address:	Postal Address:	City:	Area code:	Head Office Telephone:	Email:	Website:	Company Registration Date::	Latest Annual Report:	Recording Currency:
South Africa	Private Bag X34	Benmore	Johannesburg	2010	+27 (0) 11 301 0160	Bert.kok@netcare.co.za	http://www.netcare.co.za/	1996/01/01	2022/09/30	ZAR

GUF Information

GUF in this sector:	Signed an IFA:	IFA signing Date:
PSI	No	0

Sector Information

Sector:	Stock Exchange Listings:	Major Competitors:
Health	Johannesburg Stock Exchange (JSE)	0

Five Major Shareholders

22% Public Investment Corporation Limited
4% Norges Bank Investment Management (NBIM)
3% Alexander Forbes Investments
2% Old Mutual Life Assurance Company SA
1%

Eskom Pension and Provident Fund

Company Performance Report

Company Performance in US Dollars - USD

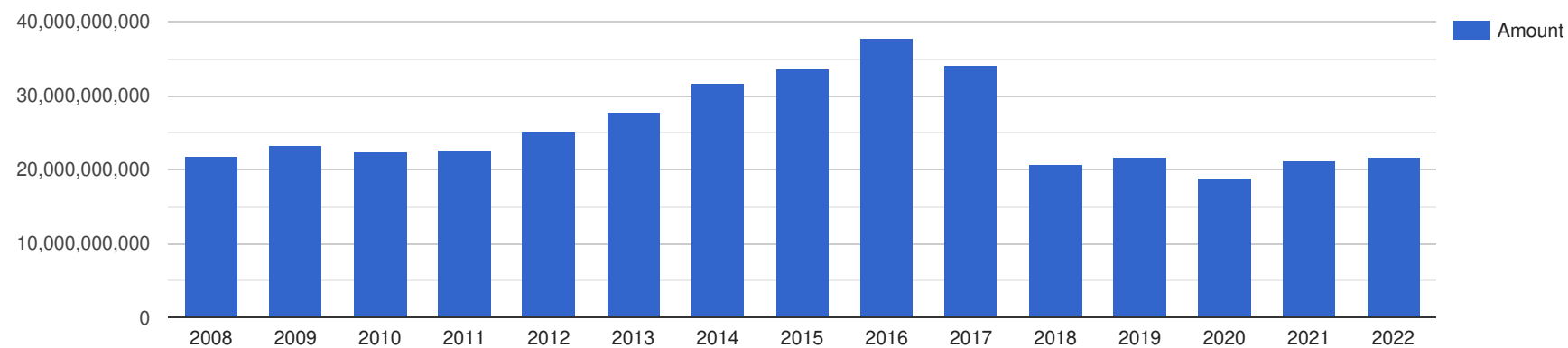
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	2,628,174,123	114,268,440	6,588,391,778	5,518,137,848
2009	2,752,606,635	173,815,166	5,443,246,445	4,598,104,265
2010	3,173,397,345	247,670,150	6,265,461,734	5,343,547,021
2011	3,264,527,320	279,126,915	7,323,503,903	6,212,633,709
2012	3,131,094,527	-1,458,830,846	5,500,248,756	5,627,114,428
2013	2,989,354,839	621,182,796	2,571,935,484	1,450,215,054
2014	3,029,837,941	276,167,779	2,546,901,811	1,386,558,627
2015	2,809,250,000	281,250,000	2,638,666,667	1,448,583,333
2016	2,750,800,582	137,117,904	2,231,368,268	1,284,570,597
2017	2,525,906,736	-129,385,640	2,080,829,016	1,424,870,466
2018	1,467,833,357	119,597,563	1,455,859,430	717,939,634
2019	1,453,021,941	225,938,888	1,441,311,078	752,456,589
2020	1,126,401,052	43,638,103	1,550,886,212	965,119,407
2021	1,455,803,988	80,755,919	1,759,394,056	1,032,247,432
2022	1,235,001,998	87,562,075	1,499,514,812	874,821,622

Company Performance in South African Rand - ZAR

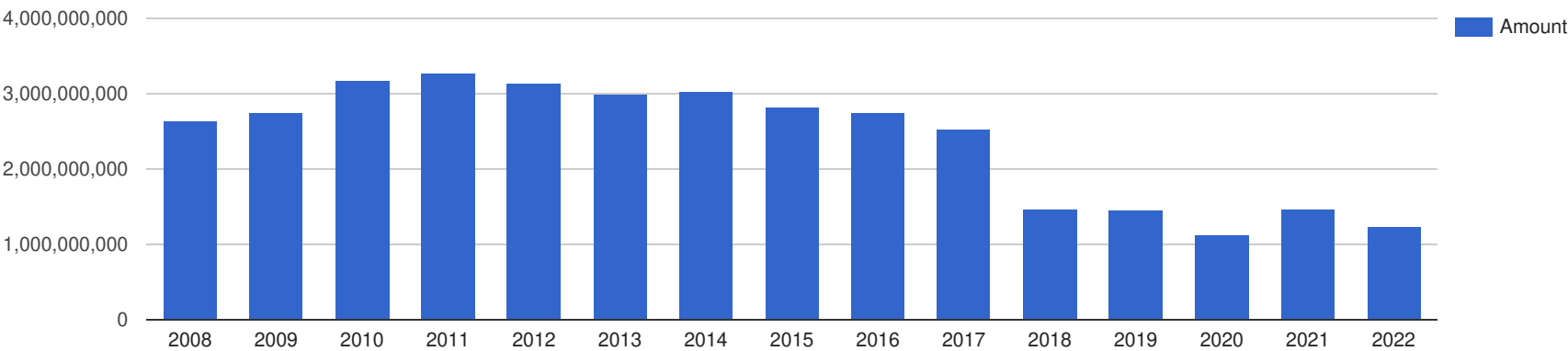
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	21,735,000,000	945,000,000	54,486,000,000	45,635,000,000
2009	23,232,000,000	1,467,000,000	45,941,000,000	38,808,000,000
2010	22,474,000,000	1,754,000,000	44,372,000,000	37,843,000,000
2011	22,584,000,000	1,931,000,000	50,664,000,000	42,979,000,000
2012	25,174,000,000	-11,729,000,000	44,222,000,000	45,242,000,000
2013	27,801,000,000	5,777,000,000	23,919,000,000	13,487,000,000
2014	31,783,000,000	2,897,000,000	26,717,000,000	14,545,000,000
2015	33,711,000,000	3,375,000,000	31,664,000,000	17,383,000,000
2016	37,796,000,000	1,884,000,000	30,659,000,000	17,650,000,000
2017	34,125,000,000	-1,748,000,000	28,112,000,000	19,250,000,000
2018	20,717,000,000	1,688,000,000	20,548,000,000	10,133,000,000
2019	21,589,000,000	3,357,000,000	21,415,000,000	11,180,000,000
2020	18,843,000,000	730,000,000	25,944,000,000	16,145,000,000
2021	21,200,000,000	1,176,000,000	25,621,000,000	15,032,000,000
2022	21,636,000,000	1,534,000,000	26,270,000,000	15,326,000,000

Company Performance Changes Report

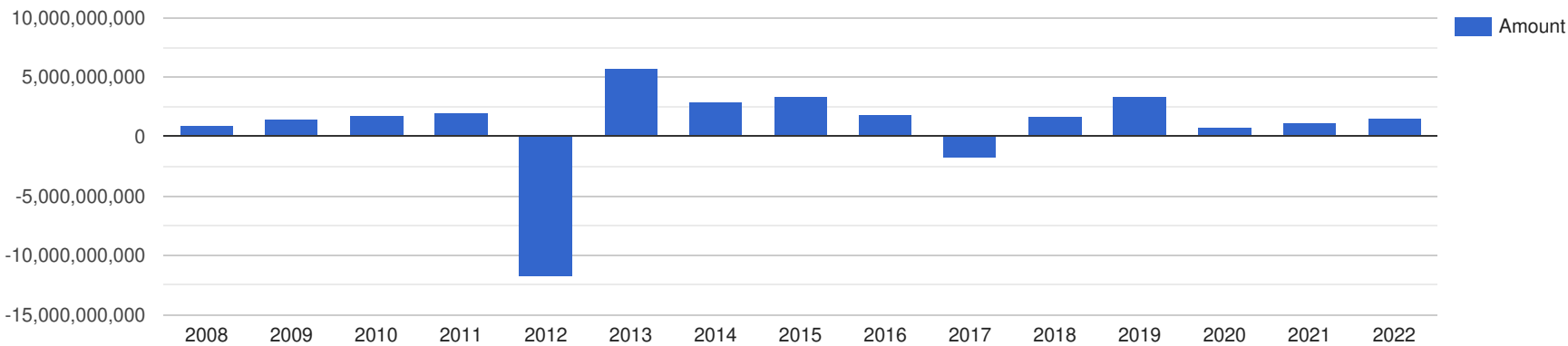
Company Revenue - ZAR



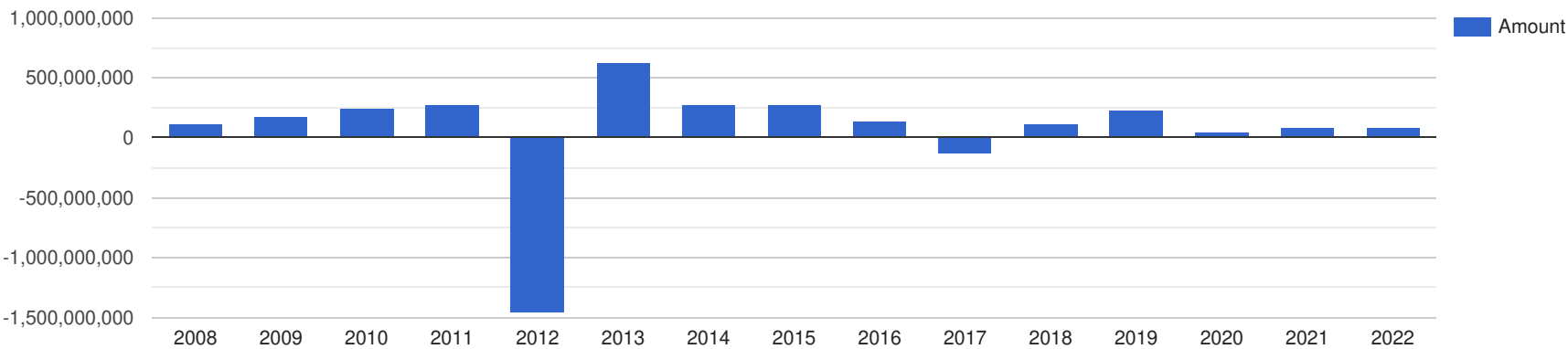
Company Revenue - USD



Company Profit Before Tax - ZAR



Company Profit Before Tax - USD



Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Friedland	Richard H	Male	Yes	Yes
2009	Friedland	Richard H	Male	Yes	Yes
2010	Friedland	Richard H	Male	Yes	Yes
2011	Friedland	Richard H	Male	Yes	Yes
2012	Friedland	Richard H	Male	Yes	Yes
2013	Friedland	Richard H	Male	Yes	Yes
2014	Friedland	Richard H	Male	Yes	Yes
2015	Friedland	Richard H	Male	Yes	Yes
2016	Friedland	Richard H	Male	Yes	Yes
2017	Friedland	Richard H	Male	Yes	Yes
2018	Friedland	Richard H	Male	Yes	Yes
2019	Friedland	Richard H	Male	Yes	Yes
2020	Friedland	Richard H	Male	Yes	Yes
2021	Friedland	Richard H	Male	Yes	Yes
2022	Friedland	Richard H	Male	Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	526,602	46,554	275,212	0	848,368	0	848,368
2009	565,835	50,221	186,437	0	802,494	0	802,494
2010	770,936	67,646	529,586	0	1,368,168	142,353	1,510,521
2011	850,658	74,310	764,493	0	1,689,461	213,387	1,902,848
2012	777,488	68,035	621,891	0	1,467,413	0	1,467,413
2013	777,419	0	555,806	0	1,333,226	3,017,204	4,350,430
2014	721,192	0	520,341	0	1,241,533	0	1,241,533
2015	671,000	0	500,000	0	1,171,000	219,083	1,390,083
2016	617,758	0	422,125	0	1,039,884	398,908	1,438,792
2017	606,499	53,397	406,204	0	1,066,100	654,210	1,720,310
2018	665,013	0	194,842	0	859,855	133,149,214	134,009,069
2019	608,090	51,487	0	1,750	661,327	0	661,327
2020	563,154	47,702	298,882	1,674	911,411	0	911,411
2021	669,345	56,860	0	1,991	728,197	0	728,197
2022	589,507	0	0	37,773	627,279	1,656,621	2,283,900

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	5	1,244,861	2,241,112	248,972	448,222
2009	5	1,229,201	1,712,188	245,840	342,438
2010	3	1,212,089	2,296,595	404,030	765,532
2011	3	1,579,297	3,080,093	526,432	1,026,698
2012	3	1,178,358	2,159,328	392,786	719,776
2013	2	1,164,731	1,906,882	582,366	953,441
2014	2	1,094,324	1,803,879	547,162	901,939
2015	2	1,017,417	1,725,750	508,708	862,875
2016	2	937,918	1,520,160	468,959	760,080
2017	2	920,859	1,539,379	460,429	769,690
2018	2	1,010,415	1,267,252	505,208	633,626
2019	2	922,264	1,004,779	461,132	502,389
2020	2	854,205	1,338,693	427,103	669,347
2021	2	1,015,383	1,149,018	507,691	574,509
2022	2	894,844	953,597	447,422	476,799

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	11	300,000	27,273
2009	9	364,134	40,459
2010	10	1,113,543	111,354
2011	8	870,609	108,826
2012	8	927,861	115,983
2013	8	874,516	109,315
2014	8	718,921	89,865
2015	7	583,333	83,333
2016	8	678,821	84,853
2017	8	718,061	89,758
2018	8	697,038	87,130
2019	8	668,731	83,591
2020	8	603,084	75,386
2021	7	634,528	90,647
2022	9	622,125	69,125
2023	2	61,396	30,698

CEO Remuneration - ZAR:

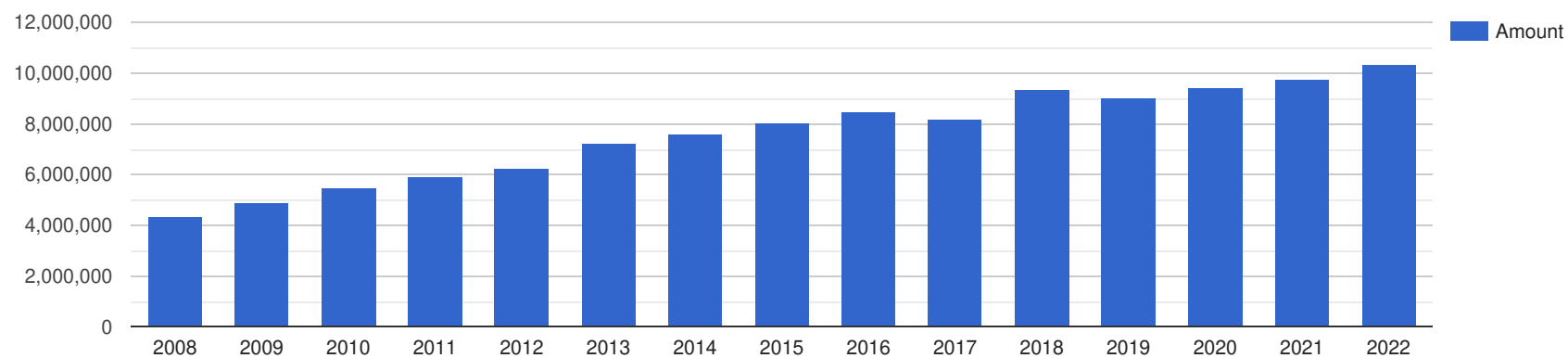
Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	4,355,000	385,000	2,276,000	0	7,016,000	0	7,016,000
2009	4,856,000	431,000	1,600,000	0	6,887,000	0	6,887,000
2010	5,459,000	479,000	3,750,000	0	9,688,000	1,008,000	10,696,000
2011	5,884,000	514,000	5,288,000	0	11,686,000	1,476,000	13,162,000
2012	6,251,000	547,000	5,000,000	0	11,798,000	0	11,798,000
2013	7,230,000	0	5,169,000	0	12,399,000	28,060,000	40,459,000
2014	7,623,000	0	5,500,000	0	13,123,000	0	13,123,000
2015	8,052,000	0	6,000,000	0	14,052,000	2,629,000	16,681,000
2016	8,488,000	0	5,800,000	0	14,288,000	5,481,000	19,769,000
2017	8,212,000	723,000	5,500,000	0	14,435,000	8,858,000	23,293,000
2018	9,386,000	0	2,750,000	0	12,136,000	1,879,268,000	1,891,404,000
2019	9,035,000	765,000	0	26,000	9,826,000	0	9,826,000
2020	9,421,000	798,000	5,000,000	28,000	15,247,000	0	15,247,000
2021	9,747,000	828,000	0	29,000	10,604,000	0	10,604,000
2022	10,327,566	0	0	661,739	10,989,305	29,022,346	40,011,651

Executive Director Remuneration - ZAR:

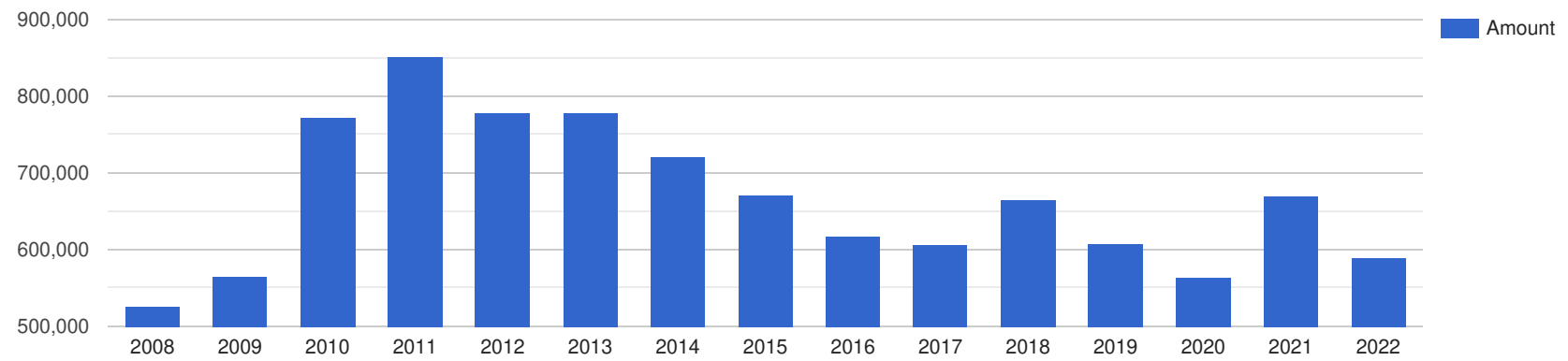
Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	5	10,295,000	18,534,000	2,059,000	3,706,800
2009	5	10,549,000	14,694,000	2,109,800	2,938,800
2010	3	8,591,000	16,292,000	2,863,667	5,430,667
2011	3	10,924,000	21,305,000	3,641,333	7,101,667
2012	3	9,474,000	17,361,000	3,158,000	5,787,000
2013	2	10,832,000	17,734,000	5,416,000	8,867,000
2014	2	11,567,000	19,067,000	5,783,500	9,533,500
2015	2	12,209,000	20,709,000	6,104,500	10,354,500
2016	2	12,887,000	20,887,000	6,443,500	10,443,500
2017	2	12,459,000	20,829,000	6,229,500	10,414,500
2018	2	14,261,000	17,886,000	7,130,500	8,943,000
2019	2	13,703,000	14,929,000	6,851,500	7,464,500
2020	2	14,290,000	22,395,000	7,145,000	11,197,500
2021	2	14,786,000	16,732,000	7,393,000	8,366,000
2022	2	15,676,764	16,706,066	7,838,382	8,353,033

Company Directors Fee Changes

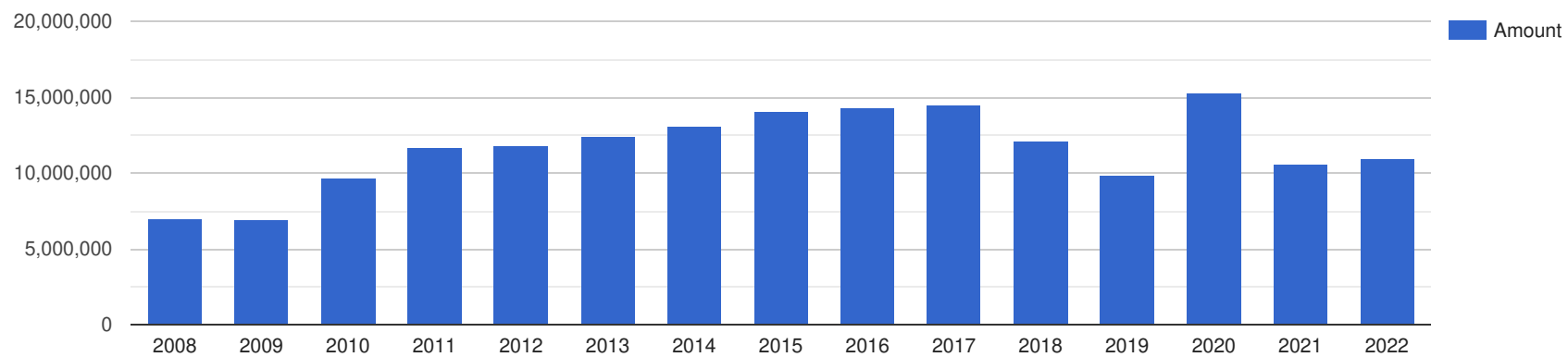
CEO Salary - ZAR



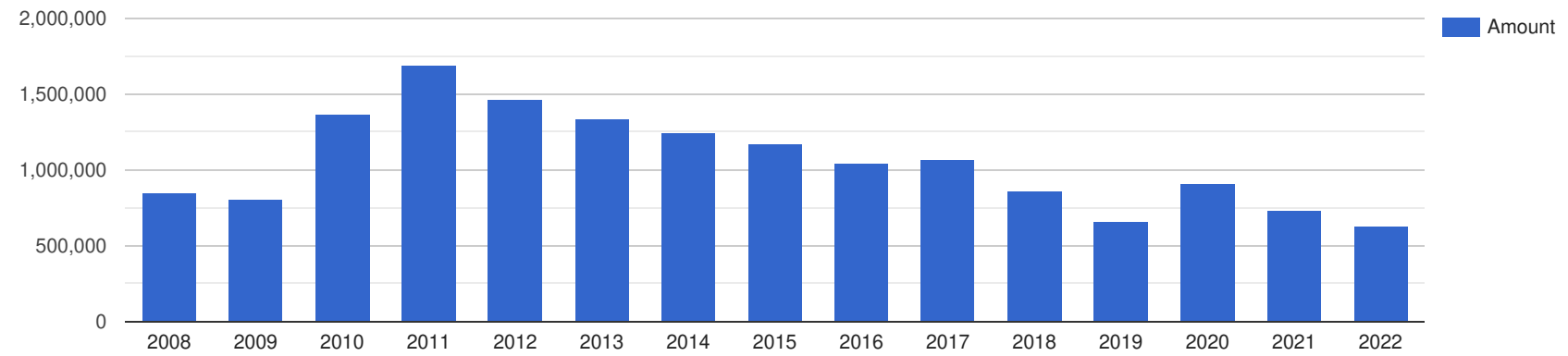
CEO Salary - USD

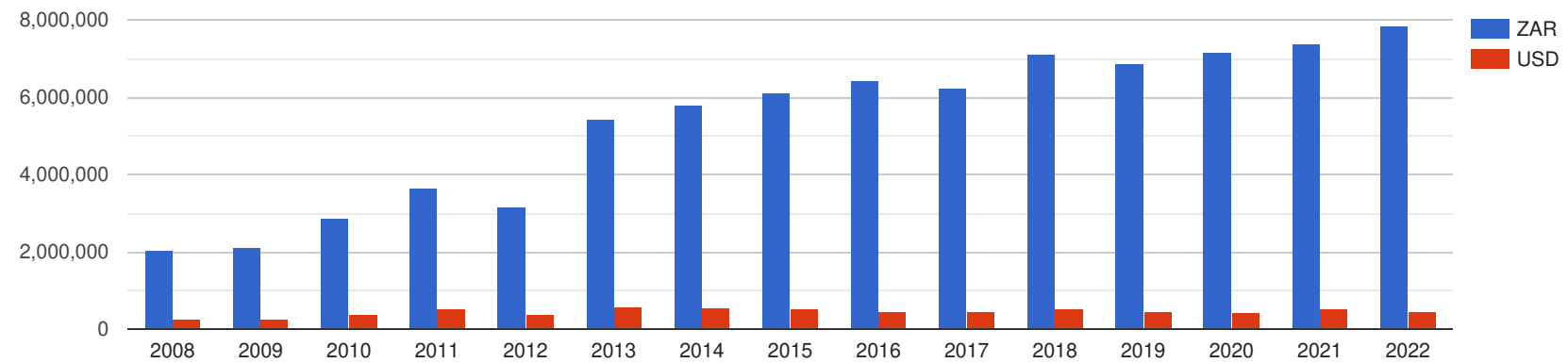


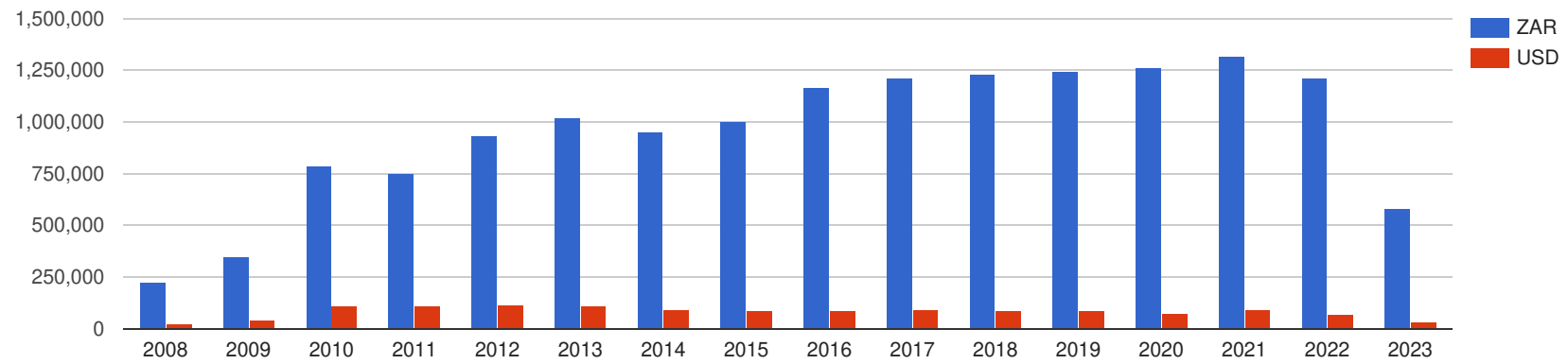
CEO Remuneration - ZAR



CEO Remuneration - USD



Average Executive Director Salary

Average Non-Executive Director

Company Employees Report

Total Employee Count:

Year End:	No. Employees:	No. Contractors	Total Workforce
2008	0	0	28884
2009	0	0	29648
2010	0	0	30096
2011	0	0	28199
2012	0	0	28032
2013	0	0	28618
2014	27609	0	0
2015	28763	0	0
2016	0	0	30086
2017	0	0	30056
2018	0	0	20946
2019	21061	0	0
2020	19214	0	19214
2021	18346	0	18346
2022	18245	0	18245

Countries of Operation:

Country of Operation:	Is This the Home Country?	Is There a Recognition Agreement?	Country notes
South Africa	Yes	Yes	2009: 54 hospitals / 2010: 54 private hospitals / 2011 55 private hospitals 2010: Industrial action occurred within certain bargaining units at 11 hospitals in SA during June 2010. 2012: 55 Hospitals No employment details: PPP clinic in Lesotho - Outside South Africa, Netcare is leading a consortium of partners in building a new public hospital for the Government of Lesotho, the largest healthcare PPP in Africa to date. The PPP involves constructing a new 425-bed referral hospital (390 public beds and 35 private beds) in Maseru, an on-site Gateway Clinic and Likotsi Clinic, as well as refurbishing the Mabote and Qoaling clinics. The Likotsi, Mabote and Qoaling clinics commenced operations in May 2010. No employee data available. 2012 1 hospital and 4 clinics operated by Netcare in Lesotho, forming part of the Lesotho PPP. No employee data available.
Lesotho	No	No	
United Kingdom	No	No	2009: 57 hospitals / 2010: 64 hospitals / 2011: 64 hospitals/ 2012: 61 Hospitals.

Total Employee Count:

Country:	Year End:	No. Operations	No. Employees:	No. Contractors:	Total Workforce:	Union(s):	Degree of Unionisation:	Min Wage (Local) Per Month:	Min Wage USD (Per Annum):	Min Wage USD (Per Annum):
South Africa	2014	141	19804	0	0	DENOSA, HOSPERSA, NEHAWU	0.525	0	0	No
United Kingdom	2014	57	7805	0	0		0	0	0	No
Lesotho	2014	0	0	0	0		0	0	0	No