



## Annual Results and a strategic reset

### Description

In March we presented our annual results for the year ended 31 December 2025. It was a tough year that tested our resilience, and while our performance fell short of our targets, our efforts were recognised and rewarded in full appreciation of the commitment and focus demonstrated by all of us.

The 2025 year marked an important turning point for us, and we have taken hard decisions to build a future-fit business, including cleaning up the balance sheet, recognising impairments, and sharpening our portfolio focus. Our strategic priorities needed to be re-validated while we continue to boldly move forward towards our strategic ambition that still holds true.

The Board has since approved a turnaround programme aimed at protecting and preserving our business, building a solid foundation for a right to win in future. We are firmly in execution mode. Our focus is clear — resetting the cost base, preserving and protecting the remaining business, simplifying the portfolio and maintaining service excellence throughout this transition.

While this phase demands discipline and focus, it also creates opportunity to rebuild momentum, to invest in long-term differentiation, and to strengthen our innovation, digital capability and data driven service models.

### A moment to celebrate

It is important to pause and recognise milestones worth celebrating. This year marks **55 years of Medscheme** — a business that has grown from a specialist administrator at inception to become one of the country's top medical aid administrators.

For over half a century, Medscheme has remained committed to transformation and to improving access to quality, sustainable healthcare. As highlighted in a recent thought leadership article by the Medscheme Chief Operating Officer, healthcare is built on far more than hospitals and consulting rooms. It is underpinned by decades of investment in people, systems, technology and governance. That foundation is what has enabled Medscheme to deliver trusted care for generations.

On the same celebratory note, I would like to congratulate our outstanding **2025 Ignite Awards nominees and winners**. You set the benchmark for what it means to live our values and contribute to a winning AfroCentric team. Your passion, commitment and willingness to go above and beyond your call of duty inspire us all — thank you for the impact you make every day.

## Looking ahead

Although we continue to operate in a tough economic environment and face many challenges, our focus stays firmly on what matters most: delivering for our schemes, members and partners with professionalism, integrity and care.

Medscheme continues to make solid progress across its portfolio, including securing the full administration and managed care contract for **Sisonke Health Medical Scheme** — a strong endorsement of our capabilities and the value we deliver. We look forward to launching this partnership from **1 May 2026**.

As we move into the next quarter, our priorities remain clear: maintaining high standards of service, strengthening collaboration and operational effectiveness, and ensuring our people are informed, supported and enabled to succeed. I am confident in our resilience and collective ability to respond positively to challenges we may face.

## In closing

I encourage everyone to stay focused and continue delivering the high standards of work that define our organisation. This commitment is integral to our success and to the future we are building together.

It remains a privilege to lead an organisation characterised by such dedication and integrity. Please continue to take care of yourselves — and make use of the available support platforms to ask questions, raise concerns through your manager, union or non-union representatives, or via **AskUsAnything@afrocentrichealth.com**.

## Category

1. Our CEO