



People caring for people



**Ramsay Health Care
Christopher Rex, Managing Director**

**Australia and New Zealand
7th Annual Investment Conference
London 9 March, 2010**



DISCLAIMER

- This Presentation has been prepared by Ramsay Health Care Limited (ACN 001 288 768) (RHC).
- The material that follows is a presentation of general background information about RHC current at the date of the presentation, 9 March 2010. The statements are made only as of the date of this Presentation (unless otherwise stated) and the information in this Presentation remains subject to change without notice. Circumstances may change and the contents of this presentation may become outdated as a result.
- It is information given in summary form and does not purport to be complete. The information in this Presentation is of a general nature and does not constitute financial product advice (nor investment, tax, accounting or legal advice) and is not intended to be relied upon as advice to investors or potential investors and has been prepared without taking account of any person's investment objectives, financial situation or particular needs. These should be considered, with professional if necessary, when deciding if an investment is appropriate.
- This Presentation is based on information available to RHC. No representation or warranty, express or implied, is made as to the accuracy, reliability or completeness of the information, opinions and conclusions contained in this Presentation and nothing contained in this Presentation is, or shall be relied upon as, a promise, representation, warranty or guarantee, whether as to the past, the present or the future. To the maximum extent permitted by law, none of RHC, its directors, officers, employees, agents or advisers (the RHC parties), nor any other person accepts any liability for any loss arising from the use of this Presentation or its contents or otherwise arising in connection with it, including, without limitation, any liability arising from fault or negligence on the part of any of the RHC parties.
- Certain statements contained in this Presentation may constitute forecasts or other forward looking statements. These statements are subject to known and unknown risks and uncertainties and may involve significant elements of subjective judgement and assumptions as to future events which may or may not prove to be correct. There are usually differences between forecast and actual results because events and actual circumstances frequently do not occur as forecast and these differences may be material. The RHC parties do not give any representation, assurance or guarantee that the occurrence of the events expressed or implied in any forward looking statements in this Presentation will actually occur and you are cautioned not to place undue reliance on forward looking statements.
- This Presentation is provided for information purposes only and does not constitute an offer, invitation, solicitation or recommendation with respect to the subscription for, purchase or sale of any security, and neither this document nor anything in it shall form the basis of any contract or commitment. Accordingly, no action should be taken on the basis of, or in reliance on, this Presentation.
- The distribution of this Presentation in jurisdictions outside Australia may be restricted by law and you should observe any such restrictions. This Presentation does not constitute an offer to sell, or the solicitation of an offer to buy, any securities in the United States or to any "U.S. person" (as defined in Regulation S under the U.S. Securities Act of 1933, as amended (the "Securities Act") ("US Person")). Neither the placement nor the share purchase plan referred to in this Presentation have been or will be registered under the Securities Act, and may not be offered or sold in the United States or to, or for the account or benefit of, any US Person except in a transaction pursuant to an exemption from, or not subject to, the registration requirements of the Securities Act and any other applicable laws.

NOT FOR DISTRIBUTION OR RELEASE IN THE UNITED STATES OR TO US PERSONS



AGENDA

- About Ramsay Health Care
- Remarkable growth story
- French acquisition – Proclif overview
- Rationale for offshore expansion
- Formula for success
- Recap Dec 09 half-year financials
- Capital management
- Determinants of future growth
- A global vision
- Outlook



People caring for people





ABOUT RAMSAY HEALTH CARE

- Established in 1964
- Listed on the Australian Stock Exchange in September 1997
- Since become Australia's largest private hospital operator, approximately 30% market share
- In top 100 Australian-listed companies by market capitalisation
- Expanded offshore in November 2007 with the acquisition of Capiro UK (now Ramsay UK)
- Entered Continental Europe with the acquisition of a majority stake in French private hospital group Proclif* in January 2010
- Vision to become a major global hospital operator

* Sale completion expected end March 2010, pending EU regulatory approvals

People caring for people





REMARKABLE GROWTH STORY

AT LISTING

(Sept 1997)

11 hospitals

1,351 beds

Annual revenues \$193M

Market cap. \$200M

Enterprise value approx. \$400M

TODAY

117 hospitals and facilities

- 65 in Australia
- 3 in Indonesia
- 40 in the UK
- 9 in France

More than 9,300 beds

- 6,580 in Australia
- 615 in Indonesia
- 1,155 in the UK
- 978 in France

Annualised revenues approaching \$4.0B

Market cap. \$2.7B

Enterprise value over \$4.0B

People caring for people



Note: All values are in Australian dollars unless otherwise specified



AUSTRALIA & INDONESIA

Ramsay Health Care is Australia's largest operator of private hospitals

- Australia – 65
 - Western Australia - 4
 - South Australia - 3
 - Victoria - 16
 - New South Wales - 27
 - Queensland - 15
- Indonesia – 3



People caring for people





UNITED KINGDOM

England

- 40 hospitals and facilities spread across the country



People caring for people






FRANCE

Group Proclif: nine hospitals, 978 beds in greater Paris region (Île-de-France)



Clinique Lambert

127 beds




CMC Val Notre Dame

Bezons	Asnieres
83 beds	57 beds




Clinique de la Montagne

80 beds



Clinique de la Muette

83 beds




Clinique des Franciscaines

145 beds



CMCO Evry (Mousseau)

187 beds


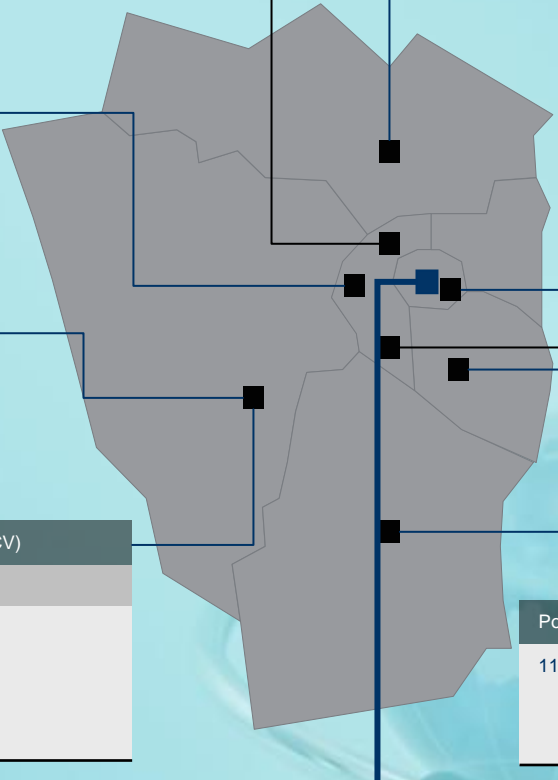


Polyclinique de Versailles (PLCV)

La Maye
104 beds

Polyclinique Villeneuve St Georges

112 beds

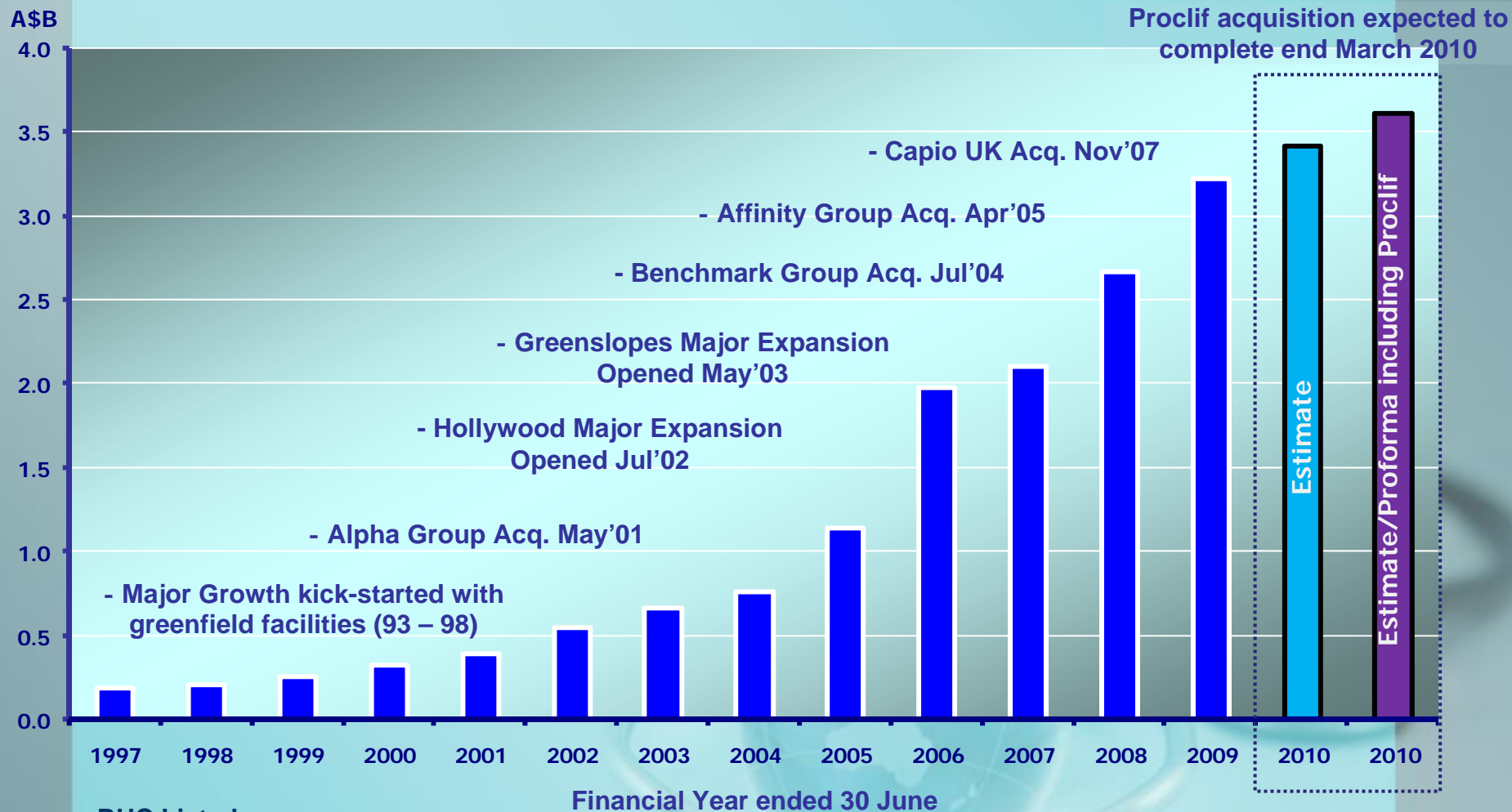
CENTRAL PARIS

People caring for people





REVENUE GROWTH MILESTONES



RHC Listed
24 Sep'97

People caring for people





GROWTH STRATEGY DELIVERING STRONG RETURNS

Ramsay Total Shareholder Return



People caring for people





PROCLIF ACQUISITION DETAILS

- Acquisition of 57% interest in Proclif, the second largest private hospital group in the Paris region, for €87m (\$142m). Remaining 43% interest held by Predica (wholly owned subsidiary of Crédit Agricole)
 - Enterprise value of €172m (\$281m)
 - Revenue ~ €133m
 - EBITDA ~ €19m
- Core EPS accretive by FY12
- Debt funded through existing Australian senior facility
- Transaction subject to EU regulatory approvals, expected to close by the end of March 2010

Note:

EUR/AUD: 1.633

CY = Calendar Year

People caring for people





WHY PROCLIF?

The acquisition of Proclif is a key enabler to Ramsay's French expansion strategy and establishes a solid platform for future growth

Well-established business

- Second largest private hospital operator in the greater Paris region
- Nine specialist hospitals benefiting from significant capital expenditure on new equipment and refurbishment over the last two years to create state-of-the-art facilities
- Opportunity to achieve enhanced margins
- Highly regarded and experienced local management team

Platform for future growth

- Proclif has evolved by acquisition and provides a solid base for expansion and further acquisitions
- Introduction of Predica as a local investment partner in Proclif enhances joint opportunities in the French market

RATIONALE FOR OFFSHORE EXPANSION

- Competition constraints means it is difficult for Ramsay to make significant hospital acquisitions in Australia
- Ramsay can export its proven management model and blend it with local expertise and has demonstrated this in the UK
 - Ability to run our business on relatively low revenue base
 - Ability to generate good returns from running a cost efficient business
 - Focussed marketing will help us grow patient volumes



FORMULA FOR SUCCESS

- Management and culture
 - Long term, stable management team, special culture (“The Ramsay Way”), industry leaders
- Strong growth strategy
 - Organic
 - Brownfield investment (\$675M gross approved for expansion in Australia, £28M in the UK)
 - Acquisitions
 - UK, France, other markets
 - Prudent approach, with acquisitions in new markets only pursued when execution/integration risks of preceding acquisitions have largely been overcome
- Financially disciplined
 - Growth only pursued if financial and strategic criteria and investment hurdles are satisfied



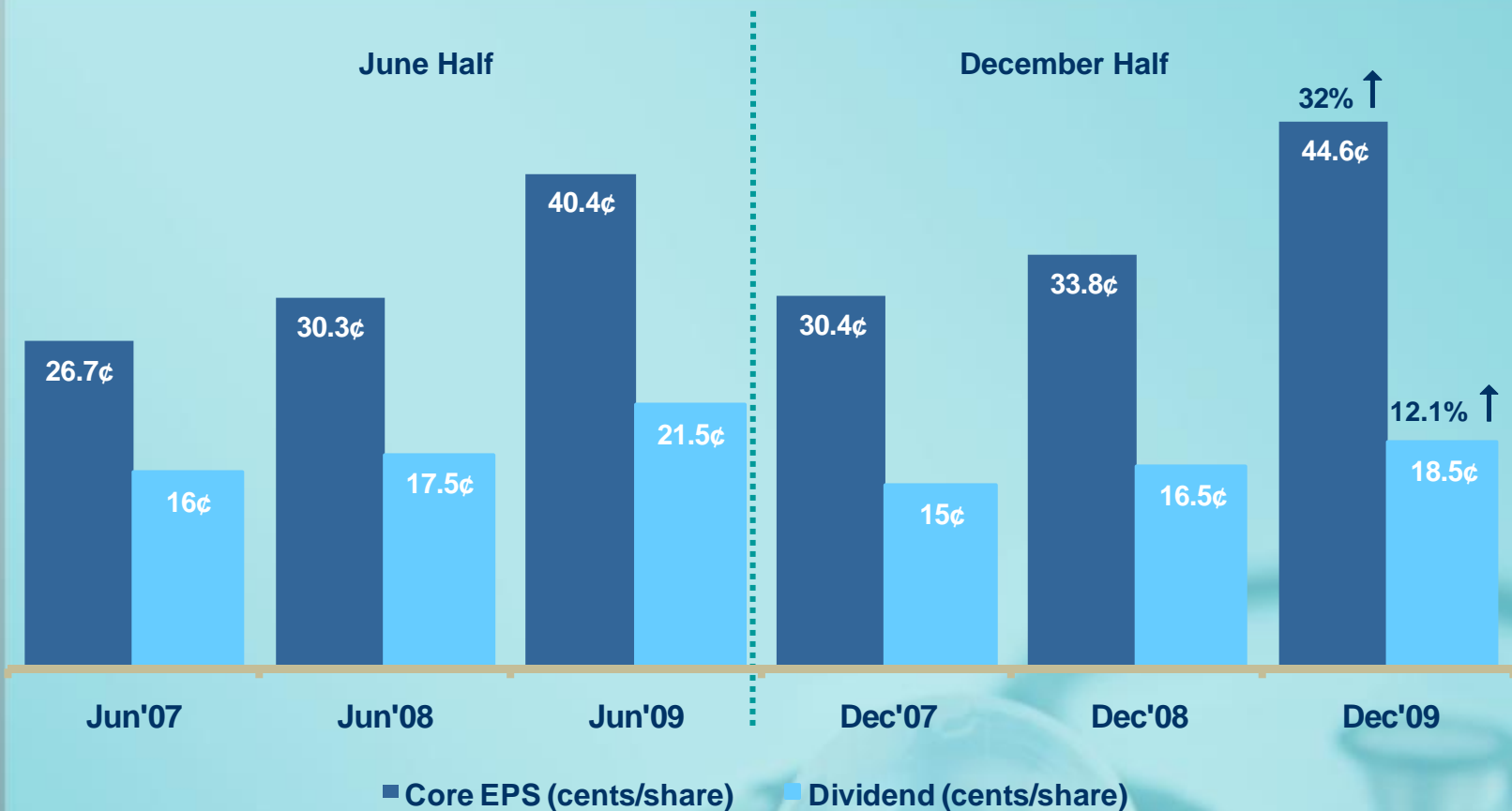
RECAP OF DEC 09 HALF-YEAR FINANCIALS

Strong rise in Group core net profit for six months ended 31 December 2009, reflects underlying strength of the business

- Core net profit after tax* up 32.7% to \$91.1 million
- Core EPS* up 32% to 44.6 cents
- Australia and Indonesia revenue up 7.6% to \$1.4 billion
- UK revenue up 12% to £171.6 million
- Group EBIT up 16.1% to \$171.6 million
 - Australia and Indonesia EBIT up 11.4% to \$149.3 million
 - UK EBIT up 88% to £11.8 million
- Interim dividend 18.5 cents fully franked, up 12.1%
- Targeting core NPAT growth of 18%-20% for the 2010 financial year

*Core NPAT and Core EPS are before specific items and amortisation of intangibles

GROUP CORE EPS AND DIVIDEND GROWTH



- Core EPS up 32% to 44.6 cents from 33.8 cents in the prior period
- Interim dividend up 12.1%, tracking full-year guidance for core EPS growth of 10%-12%
- Capacity to grow dividends highlights resilience of our business

People caring for people



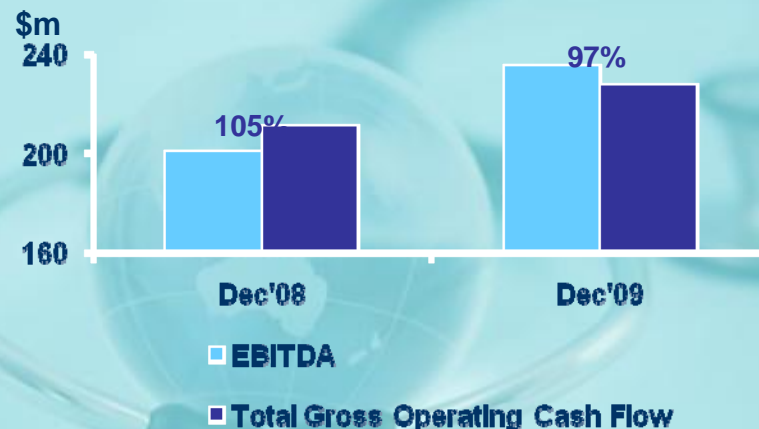
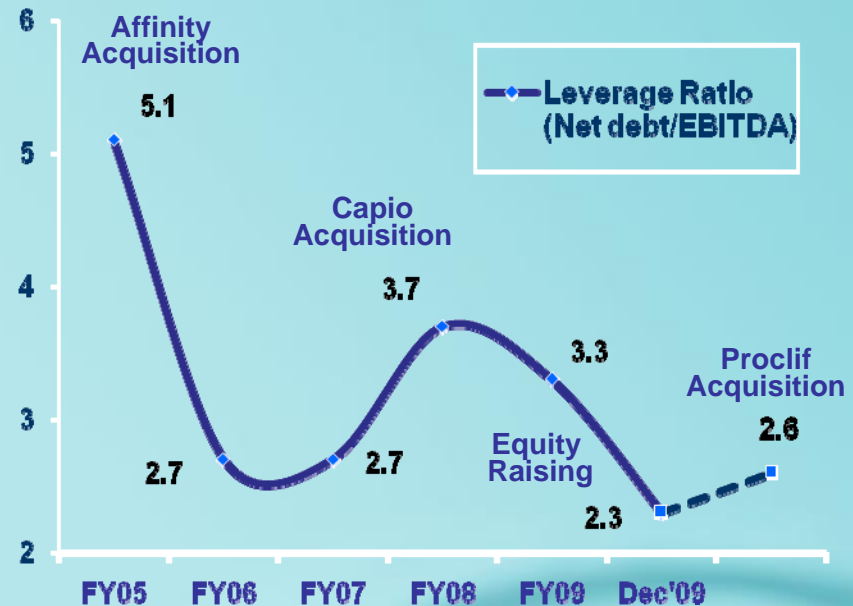
CAPITAL MANAGEMENT

Debt profile

- Committed senior bank debt facilities of ~ \$1.9 billion in place until November 2012
- Successfully completed \$260M equity raising (Sept/Oct 2009)
- Headroom of \$500M-\$600M after allowing for Proclif acquisition and funding of current brownfield commitments

Cashflow

- Approximately 75% of debt is hedged at fixed rates
- High cash conversion rate (95%-105%)



People caring for people





DETERMINANTS OF FUTURE GROWTH

Expanding population
Ageing population
Generational demand
Increase in chronic diseases
Technology

**TO PROPEL
INEVITABLE INCREASE
IN DEMAND FOR
HEALTH CARE
PROVISION FOR THE
NEXT 40 YEARS**

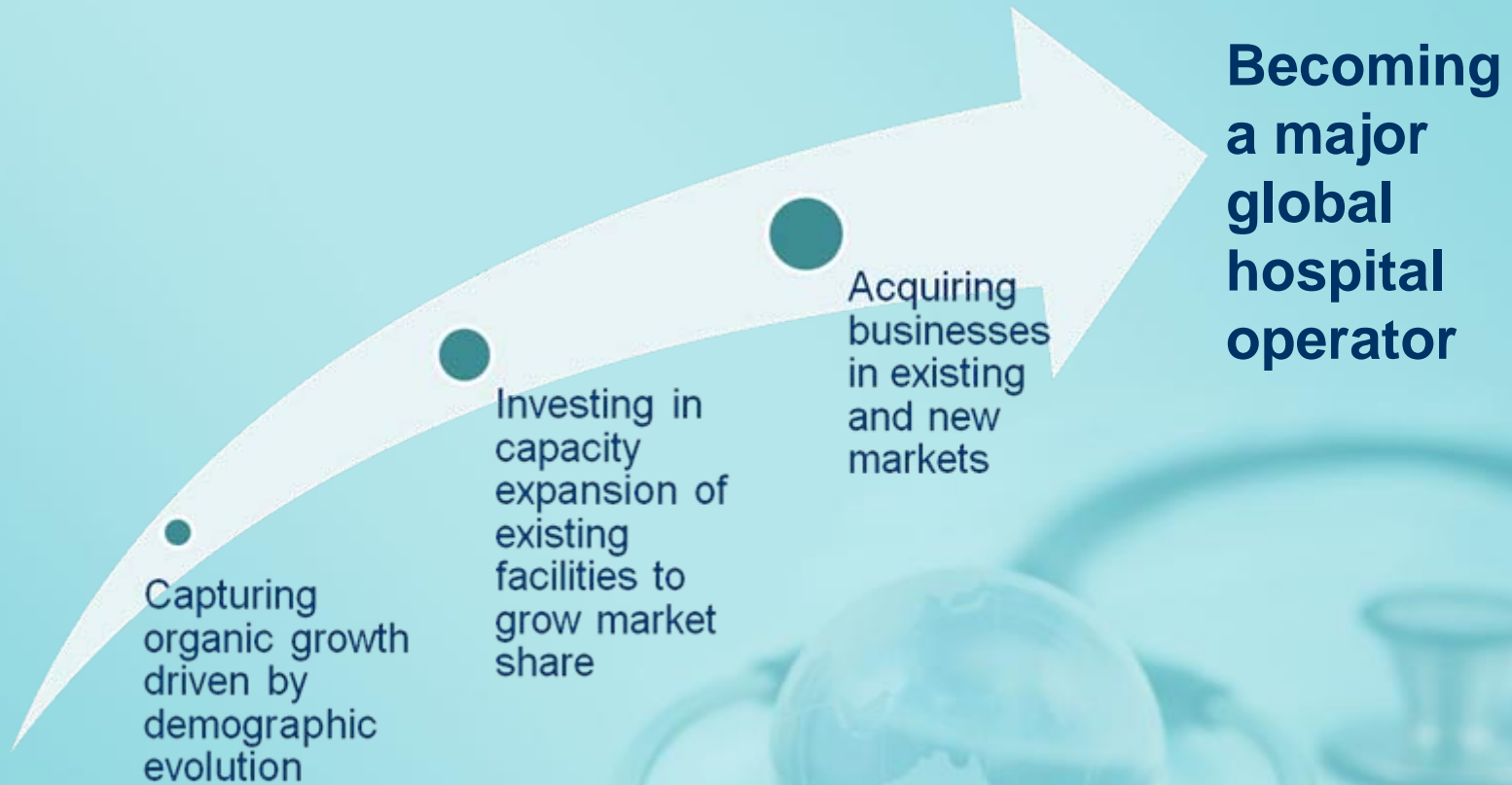


People caring for people





A GLOBAL VISION



People caring for people





OUTLOOK

- Continuing strategy to become a major global hospital operator
- Business in excellent shape
- Demographic pressures to drive growth in health care demand over medium and longer term
- Seeking expansion and acquisition opportunities in the UK, France and other markets
- Barring unforeseen circumstances, Ramsay is targeting core NPAT growth of 18%-20% for the Group in FY10, translating to core EPS growth of 10%-12%



People caring for people



People caring for people



QUESTIONS

