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**RAMSAY HEALTH CARE
ANNUAL GENERAL MEETING
24 November 2009**

**CHRISTOPHER REX
MANAGING DIRECTOR**

OVERVIEW

1. Recap FY 2009 results
2. About Ramsay Health Care
3. 'The Ramsay Way'
4. Operating environment - Australia and the UK
5. Growing demand for health care
6. Strong growth strategy
7. Brownfields progress - Australia and the UK
8. Capital management
9. Outlook



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RECAP FY 2009 RESULTS

- Strong rise in Group core net profit, reflects continued strength of underlying business
 - Core Net Profit After Tax up 18.9% to \$146.4 million
 - Core EPS up 22.1% to 74.1 cents
 - Group revenues up 20.6% to \$3.2 billion
 - UK business continues to perform strongly
 - Final dividend 21.5 cents fully franked, up 22.9% on the previous corresponding period, bringing the full-year dividend to 38.0 cents
 - Approximately \$260 million capital raising to further strengthen balance sheet and enhance financial flexibility to pursue growth opportunities

OPERATING PERFORMANCE FY 2009

- Australia & Indonesia

- Ramsay's historical base operations, performed strongly on all operating levels
- Revenue up 10.7% to \$2.5 billion
- Hospital admissions up 6% in Australia, up 14% in Indonesia
- Australian hospital EBITDA margins (excl. prostheses) up from 17.5% to 17.8%

OPERATING PERFORMANCE FY 2009

- United Kingdom
 - UK operating result exceeded expectations
 - Result reflects the benefits of cost restructuring
 - NHS work continuing to grow in private hospitals, comprises 44% of Ramsay UK admissions, up from 25% same period last year
 - Integration of Ramsay UK complete
 - Focused on growing and developing the business

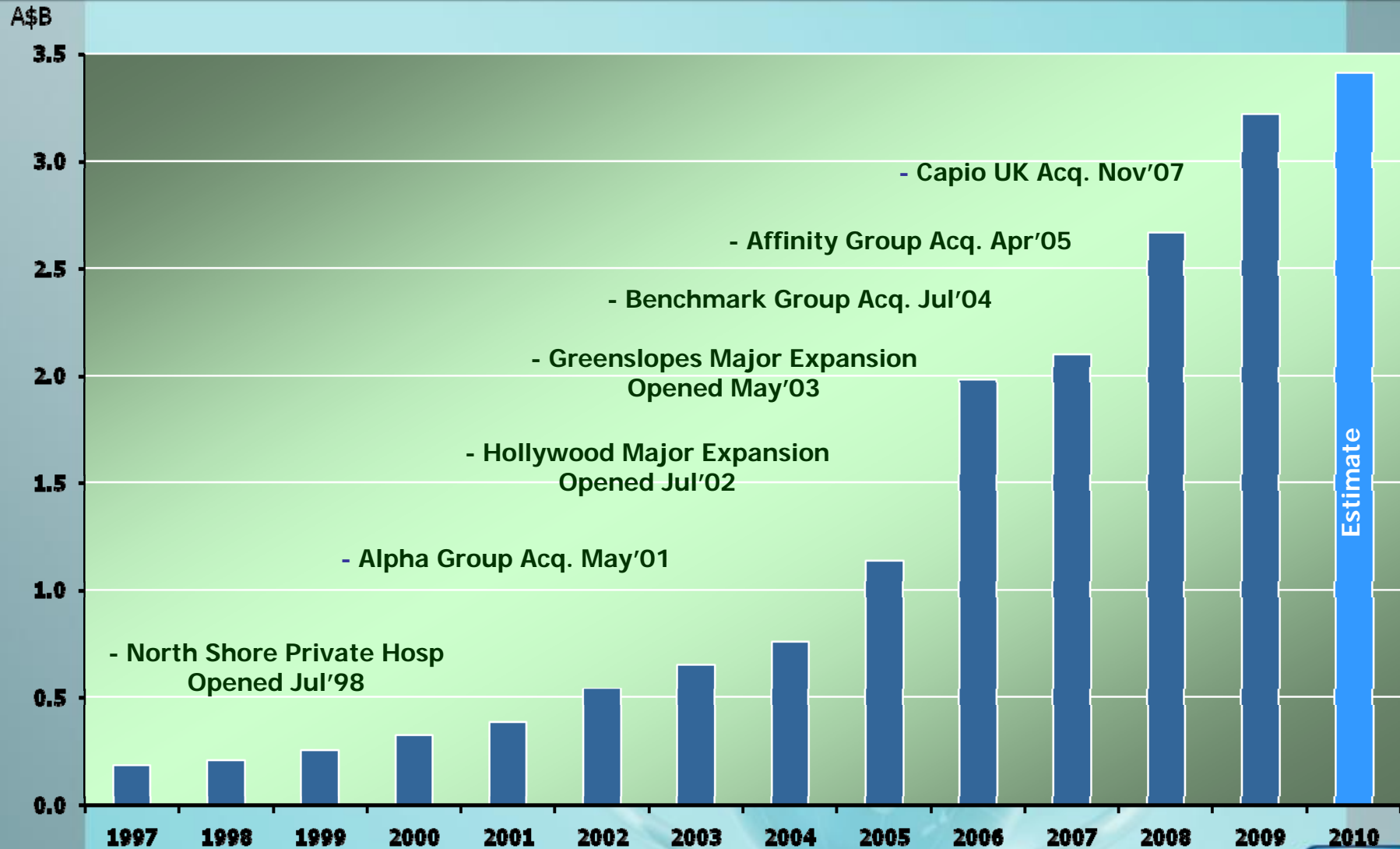
RAMSAY HEALTH CARE

- Australia's largest private hospital operator, with approximately 30% market share
- More than 100 hospitals and facilities
 - 65 in Australia
 - 3 in Indonesia
 - 40 in the UK
- Annualised revenues approximately \$3.4 billion
- In top 100 Australian-listed companies:
 - market capitalisation ~ \$2.1 billion
 - enterprise value ~ \$3.5 billion

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REVENUE GROWTH – MILESTONES



RHC Listed
Sep'97

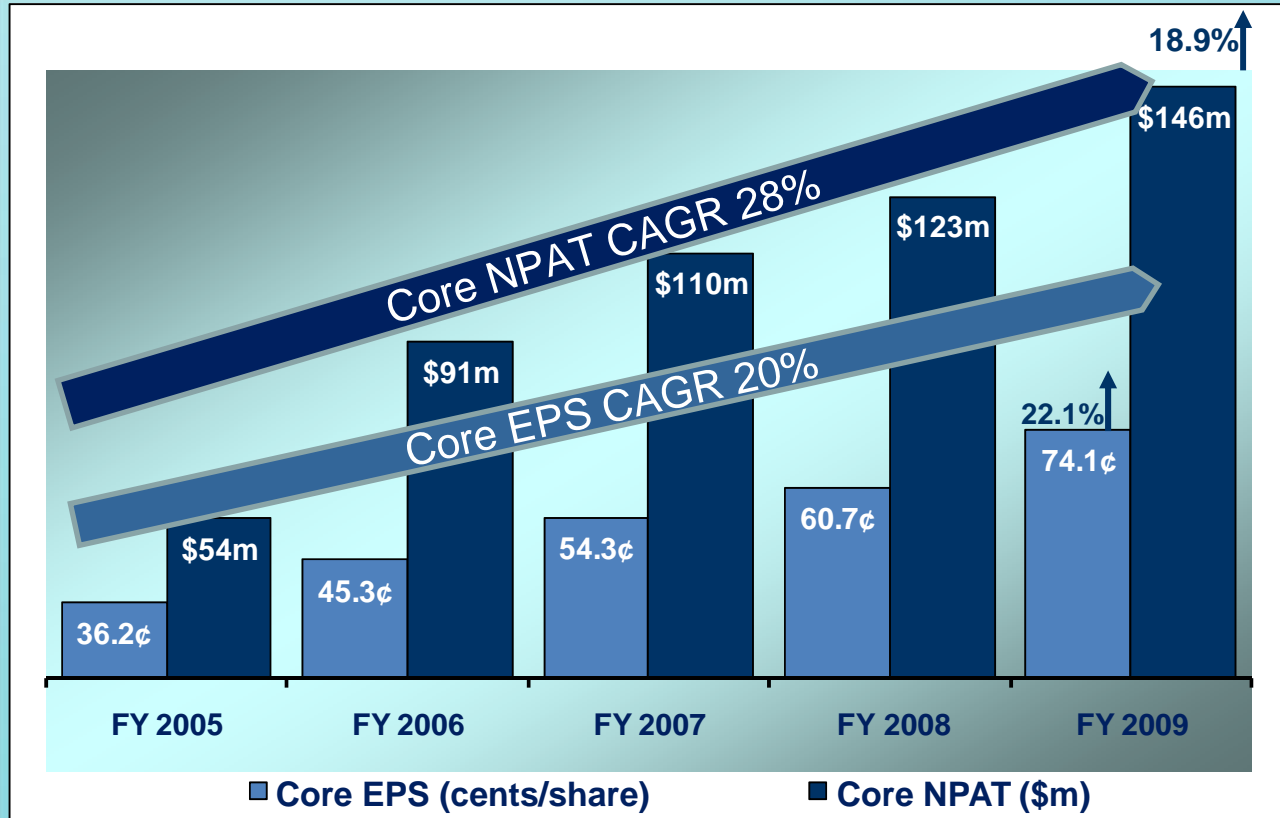
Financial Year ended 30 June

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GROUP CORE NPAT AND EPS GROWTH

Core EPS more than doubled over the last four years

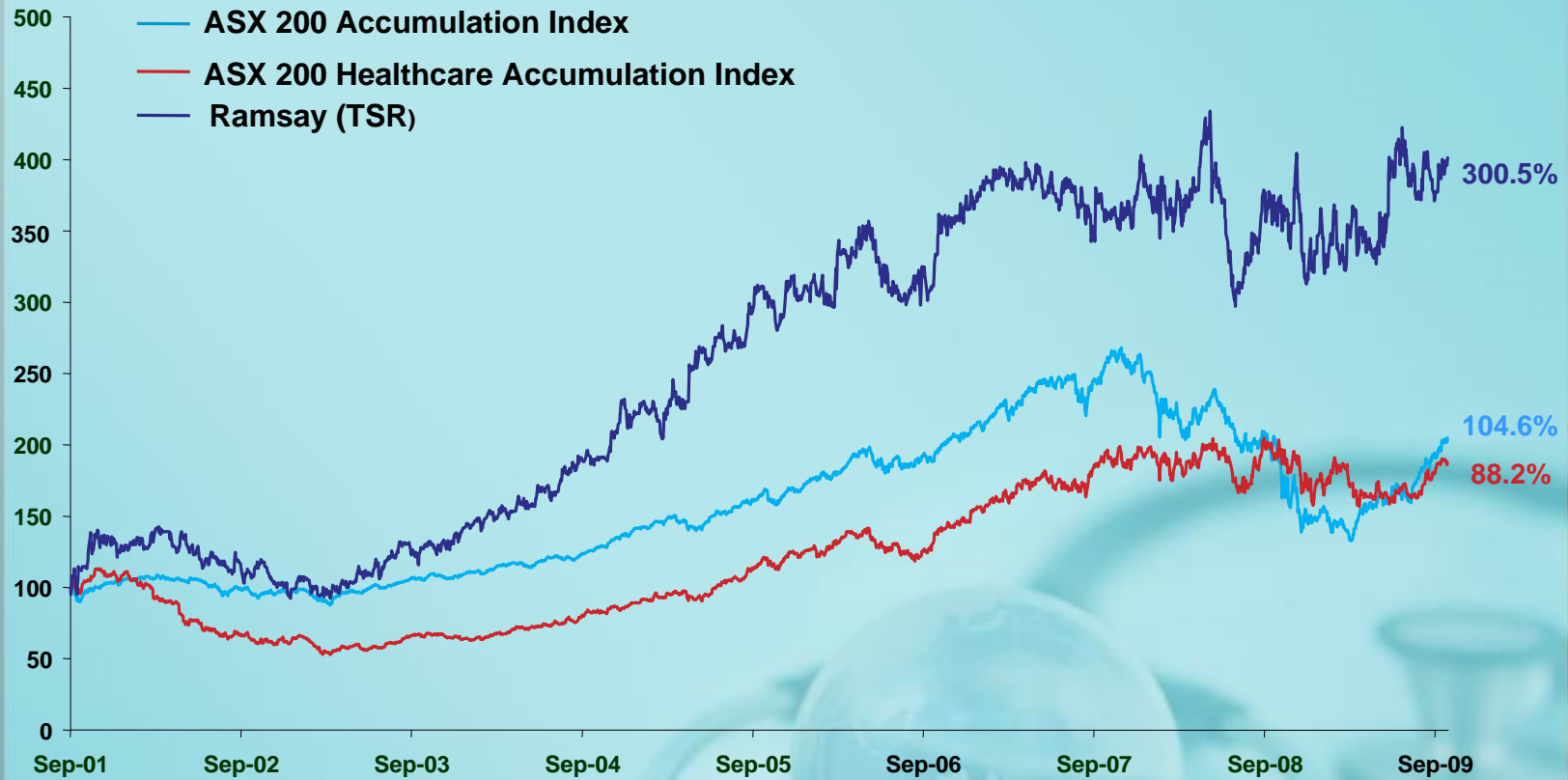


- Core NPAT is before the payment of CARES dividends and CORE EPS is after the payment of CARES dividends
- CAGR: Compound Annual Growth Rate

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GROWTH STRATEGY DELIVERING STRONG RETURNS



Ramsay Total Shareholder Return

Source: IRESS as at 30-Oct-2009

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'THE RAMSAY WAY'

- 'The Ramsay Way' is the cornerstone of how we operate
 - Culture:
 - Our success comes through recognising the value of our people and building constructive relationships with all our stakeholders
 - Training:
 - Ramsay invests heavily in training and development of existing staff
 - Ramsay's "Gradplus" nursing programme recruits 400-plus graduate nurses each year
 - Provided more than 6,000 healthcare students with clinical placements across Australia in FY09
 - Environment:
 - Embracing steps to minimise environmental footprint
 - Committed to reducing energy and water consumption and minimising wastage
 - Engaged with the community and government to continuously improve our environmental performance, over and above minimum legal requirements

OPERATING ENVIRONMENT AUSTRALIA

- Private hospitals are a substantial part of Australian provider base
 - 40% of patients treated in hospital each year are treated in private hospitals
 - Private hospital admissions growing at 6.3% per annum versus 2.3% for public hospitals over last 10 years
 - If current growth continues, in 2021 private hospitals will be treating more than 50% of all hospital patients
 - In FY08, private hospitals performed 99% of the DRG's undertaken in public hospitals

Source: AIHW, Department of Health and Ageing

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OPERATING ENVIRONMENT AUSTRALIA

- **Balanced Health Care System**
 - High proportion of provision by private providers
 - High proportion of funding from Government
- **Private health insurance remains attractive**
 - Minimal effect on membership from recent Federal Government changes to Medicare Levy Surcharge and economic downturn
 - 44.7% of population had hospital treatment cover at 30 September 2009, up 75,721 people from the June quarter

OPERATING ENVIRONMENT – UK

- Well timed entry to radically changing market
- Choose and Book (choice of provider)
 - Continues to be a central part of provision
- Potential NHS hospital divestments
- Blended provider pattern emerging
- General economy
 - Will have an impact on Government spending, health insurance participation
- Political
 - All major parties support competitive market for NHS services
- ISTC (“Wave 1”) re-tender process continuing

GROWING DEMAND FOR HEALTH CARE

- Demographic trends to underpin future demand for hospital care over the longer term in Australia and the UK
 - Ageing population: “baby boomer” bulge
 - Growing population: migration, higher birth rate and increased life expectancy
- Technology
 - Supply side led demand growth

Ramsay is uniquely placed to increase its role in the provision of health care and to capitalise on the inevitable growth in demand

THREE DRIVERS OF GROWTH

Ramsay has three major drivers of growth

1. Organic growth:

- Underpinned by demographic trends
- Quality portfolio of hospitals and continual business management improvement



THREE DRIVERS OF GROWTH

2. Brownfields:

- Capacity increase aimed at satisfying unmet demand
- Investing A\$590 million (net) in Australian hospitals and £28 million in Ramsay UK facilities
- Based on track record of achieving ROI of 15% approximately 3 years after opening

THREE DRIVERS OF GROWTH

3. Acquisitions:

- Global review of health care opportunities over the last two years
- Opportunities emerging in Europe
- Any acquisition must meet Ramsay's strict investment criteria and add long-term value to shareholders

BROWNFIELDS PROGRESS – AUSTRALIA

- Ramsay has spent approximately \$350 million of the \$675 million (gross) approved for expansion projects in Australia
- Net investment to be \$590 million after the sale of medical suites over FY09-FY11
- Including the Hollywood redevelopment, expenditure on completed projects to date totals \$250 million
- All completed projects on time and on or under budget
- All projects under development progressing well

BROWNFIELDS PROGRESS – AUSTRALIA

- Key projects include:

Hospital	Project	Status
Hollywood (Perth)	4 additional theatres, 130 additional beds, extra consulting suites, expansion of day surgery admission unit & endoscopy unit	Completed, opened November 2009, on time and approx 10% under budget
	3 rd Cardiac Catheter Laboratory	Due to be completed 1 st Half FY11
Greenslopes (Brisbane)	New oncology centre, consulting suite building and multi- storey car park	Completed FY09



BROWNFIELDS PROGRESS – AUSTRALIA

Hospital	Project	Status
John Flynn (Gold Coast)	Relocation and development of 18 additional rehabilitation beds, 20 additional orthopaedic beds	Completed in FY09
	New, expanded day surgery and operating theatres	Due to be completed 2 nd Half FY10
Joondalup Health Campus (Perth)	<p>\$320M redevelopment to double size of campus (\$90M to be funded by Ramsay)</p> <p>Public: 160 additional beds, new emergency department, 11 new operating theatres</p> <p>Private: 85 additional beds, 4 delivery suites and associated private hospital support services</p>	Construction commenced Nov 09, staged completion over 3.5 years


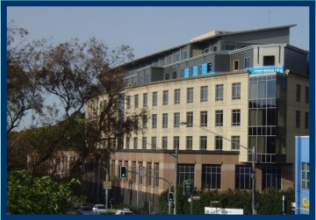


BROWNFIELDS PROGRESS – AUSTRALIA

Hospital	Project	Status
North West (Brisbane)	New consulting suite block, additional theatres, expanded day surgery, construction of 30 single-bed block	Consulting suite development, 2 theatres completed in FY09. Staged completion for balance of project over FY10 & FY11
North Shore Private (Sydney)	83 additional beds, 5 additional theatres, extra consulting suites, 2 delivery suites and car park	Due to be completed 2 nd Half FY11



BROWNFIELDS PROGRESS – AUSTRALIA

Hospital	Project	Status	
Pindara (Gold Coast)	Construction of 50 inpatient beds, 4 additional operating theatres, construction of consulting suite building and multi-storey car park	Due to be completed 1 st Half FY11	
St George Private (Sydney)	Construction of 44 inpatient beds and consulting suites	Due to be completed 2 nd Half FY10	

BROWNFIELDS PROGRESS – AUSTRALIA

Hospital	Project	Status
Lawrence Hargrave Rehabilitation Hospital	Major refurbishment, 13 additional beds	Completed Sept 09
New Farm Psychiatric Facility	16 additional beds	Completed 1 st Half FY09
Warringal (Melbourne)	Construction of 62 inpatient beds, 3 additional operating theatres, expanded day surgery	Waiting Planning Approvals



BROWNFIELDS PROGRESS – UK

- Increasing NHS demand driving investment in capacity expansion at hospitals
 - Around one third of £28 million capacity expansion programme is complete and operational. Balance of funds approved to be spent over FY10.
 - Programme will increase theatre day surgery and diagnostics capacity by 17%

CAPITAL MANAGEMENT

- Committed senior bank debt facilities of ~ \$1.9 billion in place until November 2012
- Capital raising completed September/October, \$260 million raised
 - Underwritten Institutional Placement ~ \$220 million
 - Share Purchase Plan ~ \$40 million

CAPITAL MANAGEMENT

- Capital raising proceeds used to reduce drawn debt, strengthen balance sheet and enhance Ramsay's flexibility to pursue future growth opportunities
- Post capital raising, headroom of \$650-\$750 million (after allowing for funding of current brownfield commitments) over the remaining 3 years of existing debt facilities

OUTLOOK

- Ramsay's underlying business is in excellent shape
 - Strong organic growth to continue
 - Earnings from pipeline of quality brownfield projects to increase as projects are completed and ramp up
 - First four months of FY10 in line with expectations
- Pursuing acquisition opportunities in Europe
- Capital raising further strengthens balance sheet and enhances financial flexibility to pursue growth
- Ramsay reaffirms FY10 guidance: Barring unforeseen circumstances, targeting core NPAT growth of 12%-14% for the Group

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QUESTIONS