

14 November 2019

RAMSAY HEALTH CARE CHAIRMAN'S ADDRESS

Welcome everyone; I'll declare the meeting open and thank you all for coming along.

This morning, I'll give a short overview of the past year, after which Craig will give you a more detailed presentation. You'll then have a chance to ask questions regarding the company's operations.

All the Ramsay Directors are here. On my right we have Deputy Chair Peter Evans, Managing Director Craig McNally and Directors Alison Dean, David Thodey and Kerry Roxburgh. On my left are Company Secretary Henrietta Rowe and Directors, Rod McGeoch, Claudia Süßmuth Dyckerhoff and James McMurdo.

This year I am pleased to introduce our newest Directors to their first Ramsay AGM, they are both up for election at this the meeting we will hear from them then. Firstly, Alison Deans, who we announced at last year's AGM and who joined us immediately afterwards. Alison is a much-experienced Australian Public Company Director. She is also on the Board of Westpac Banking Corporation and Cochlear Limited. She has considerable experience in retailing and digital technology all of which are important factors for our company. Alison has already made a great contribution to our Board over the past year.

Secondly, James McMurdo, was appointed in September as our newest Board member and joins us for his first AGM. James has over 30 years finance and banking experience. He has a background in corporate advisory spanning across mergers and acquisitions, strategic advisory and financing, with experience across multiple industries including the healthcare sector. James is currently Vice Chairman of Investment Banking for Deutsche Bank based in Hong Kong and has held senior management roles at a number of banks both here and overseas. We are very pleased to welcome James to the Ramsay Board. He also knows the company well having been involved in the IPO 22 years ago and he has kept close to us ever since.

Finally, I introduce our new Group General Counsel and Company Secretary Henrietta Rowe. Henrietta was appointed in June and replaces John O'Grady, who has retired.

Sadly, at the conclusion of this 2019 Annual General Meeting, we will farewell two Directors who have been with us since we floated 22 years ago. Rod McGeoch and Kerry Roxburgh have been formidable Directors and have served in the best interests of shareholders throughout their tenure. Rod has served on the Remuneration Committee and Kerry on the Risk and Audit Committees. Their contribution is sincerely acknowledged and they will be sadly missed from this Board.

In September, our Group Finance Director and Chief Financial Officer Bruce Soden, who served more than three decades with Ramsay Health Care, stepped down from the Board. Bruce dedicated his career to the company and has been a key member of the Board and the management team since he commenced 31 years ago. His financial discipline and focus on creating value for shareholders, has been fundamental to the success of the company over a long period. The Board has thanked Bruce for his contribution. A global search process is being undertaken for a new Chief Financial Officer for the Company.

Now to our results: In fiscal year 2019, Ramsay recorded a Core Net Profit After Tax (NPAT) of \$590.9 million, which was a 2% increase on the previous corresponding period. Core NPAT delivered Core EPS of 258.8 cents for the year, an increase of 2.1% on the 279.8 cents recorded in the previous corresponding period.

Directors announced a fully-franked final dividend of 91.5 cents, up 5.8% on the previous corresponding period, taking the full year dividend to 151.5 cents fully-franked, up 5.2% on the prior year. I am very pleased that Ramsay Health Care continues to raise its dividend every year and has done so for the past 19 years. And we want to continue to do that. I'd also like to point out that our share price has risen by about 30% in the last year which is very pleasing.

It has been a significant year in terms of growth, with the acquisition of the pan European health care company, Capio, by our French joint venture, Ramsay Générale de Santé (which I should point out has recently changed its name to Ramsay Santé). Through this acquisition, Ramsay is now one of the largest private health care operators in the world. However, being the biggest has never been our aim. Delivering high quality care to the 8.5 million patients who pass through our facilities each year and working collaboratively with our doctors and staff to create one of the world's most reliable and respected healthcare networks is our number one aim.

To that end, Capio is a good strategic fit. It has a number of high performing businesses and is a market leader in Scandinavia where it operates hospitals, specialist clinics and primary care units. It also has a large footprint in France and consolidates our market leading position there. The company has been a leader in driving value-based healthcare, digitalisation and has also been at the forefront in the delivery of elective care in specialised clinic settings, which is something we could leverage in our other markets.

With this acquisition we have created a leading provider of healthcare services in Europe. The combined group will be uniquely positioned to leverage Capio's distinctive strengths and expertise in integrated healthcare models and digitalisation, together with the deep domain experience of Ramsay Santé and the global reach of Ramsay Health Care.

As well as expanding through acquisition, the Board is pleased to report that it continues to invest in our existing hospitals in Australia, completing 16 capacity expansion projects during fiscal year 2019 and committing a further \$244 million to future projects, a sign of our high degree of confidence in the strength of the portfolio and the long term industry fundamentals in this country. Craig will go through these projects in detail later.

Ramsay's balance sheet and strong and reliable cash flow generation continue to provide the Company with the flexibility to fund the continuing demand for brownfield capacity expansion, future acquisitions and ongoing working capital needs.

A key focus for Directors this year has been on renewing and reshaping our Board as discussed earlier, but we are also focused on succession planning of management and investing in developing the Ramsay leadership team. To that end, I am very pleased that we commenced the Ramsay Global Leadership Academy this year. This has been well-supported by the Board. As a global organization with almost 80,000 staff, we have the capacity to expand and enhance the professional and career opportunities for all our staff.

Through the work of the Academy and other initiatives, we are also focused on what has made us – *people caring for people*. Paul Ramsay's vision was to care for our staff and care for our patients, and despite the increasing complexity of our business, we remain focused on this principle - partnering with our doctors, nurses and other staff, to achieve excellent outcomes for our patients.

On behalf of the Board, I would like to thank Craig and the Ramsay leadership team, our staff, the doctors who work with us and my fellow Directors, for your contribution to this company in its operations around the globe during the year. I would also like to thank you, our shareholders for your continuing support of Ramsay Health Care.

I now hand over to our CEO and Managing Director Craig McNally to present you with a detailed summary of the past year.