



Company Presentation

October 2007



Snapshot



- The Market
 - Public Sector inefficiency favours private activity
 - Unregulated market in terms of pricing policy
 - Government favouring private health care activity
 - Different market environment vs other European countries (patients prefer private health care services)
 - Different domestic mentality regarding health care
- The company
 - Owner and operator of hospitals and diagnostic centres
 - Long track record of successful market presence (established in 1984)
 - Market leader in the domestic health care market
 - High brand awareness
 - Competitive advantages vs competition (the only provider with a network)
 - Strengthened management team
 - Asklepios Kliniken as a strategic investor in AMC's share capital
 - Established presence in the growing South East European markets
- The Story
 - Concrete strategy to capture future domestic market opportunities
 - First mover's advantage in SE European markets
 - Domestic market growing at a healthy double digit rate
 - Expansion in value added products
 - New investment plan to be announced by end 2007





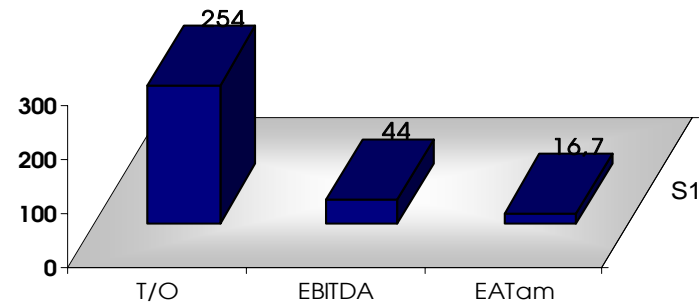
Business Strategy

- Consolidate leading position in the secondary health care market
- Capitalize on brand name and network of facilities
- Expand aggressively in the primary care services market
- Strengthen the international role of the Group in South-Eastern Europe
- Improve operational efficiency and financial performance

Key Data

8 Hospitals
40 Diagnostic Centers
1,200 Patient Beds
2,700 Employees
2,800 Co-operating Doctors
~33,000 surgeries (FY 2006)
~57,000 of Admissions (FY 2006)
~237,000 outpatients (FY 2006)

AMC 06 Group Results (Euro mil)





Operational Strategy - *The Network Concept*

- Secondary Health care Network
- Primary Health care Network





Integrated Network-Hospitals



9 Hospitals

- **8 in Metropolitan Athens**
(servicing population of 5mil.)
- **1 in Thessaloniki**
(servicing population of 2 mil.)

Top Quality Facilities

- **New or fully renovated facilities**
- **Use latest medical technologies**
- **Full range of medical services**
- **Specialized clinics (pediatric etc)**
- **1200 patient beds**



Distribution Network-Investments

Completed in 04 our 5yr investment plan of €150 mil.

- **During this investment Plan the Company:**

Added more capacity

- by expanding in the Northern Greek market with a new hospital (interbalkan Medical Center), increasing the bed capacity of one of its units in Paleo Faliro, introducing specialised clinics (Dafni clinic), acquiring and refurbishing old units (Peristeri Clinic, opened in October). Expanded abroad (Romania with the opening of two diagnostic centers)

Introduced new diagnostic departments

- PET CT in Maroussi Clinic
- State of the art MRI system

New investment plan to be announced by year end

- **This investment plan will be much smaller than the previous one.**
- **During this investment Plan the Company:**

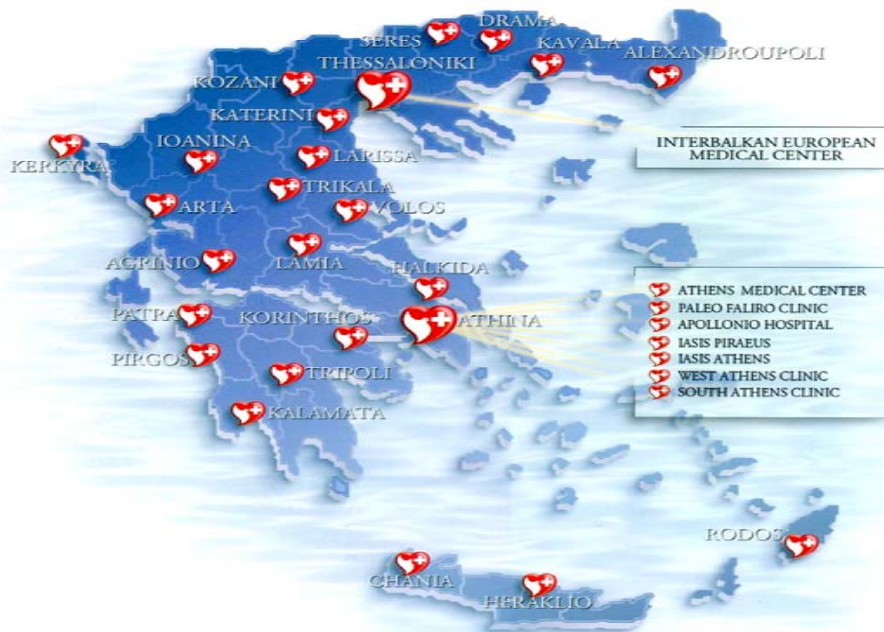
Will continue its expansion abroad (mainly in Romania where already enjoys high brand (awareness))

Expand in other market segments in the domestic market

Introduce new specialised products to the domestic market

The investment plan will be announced in Q4 07

Integrated Network-Diagnostic Centers



- A nation-wide network of 40 diagnostic centers

- Centers located in major cities

- Agreement with leading insurance companies.



Domestic Health care Market

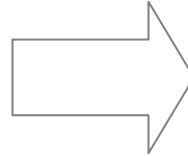
- Trends
- Private Secondary health care market
- Primary health care market
- Company position in the market





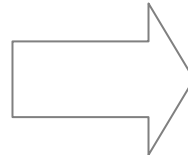
Domestic Health Care Market - Trends

- Ageing population
- New diseases
- Higher standards of living
- Increasing health care awareness
- Higher quality expectations
- Perceived demand



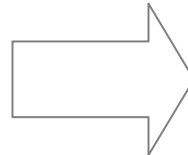
- Increasing Demand for Quality Medical Services
- Opportunities for new services (primary care)

Densely populated Capital

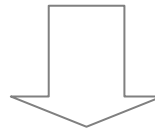


- Concentrated Demand for Medical Services

Immigrants
(immigrants from Balkans
c.10% of population)



- Change of Demand Mix



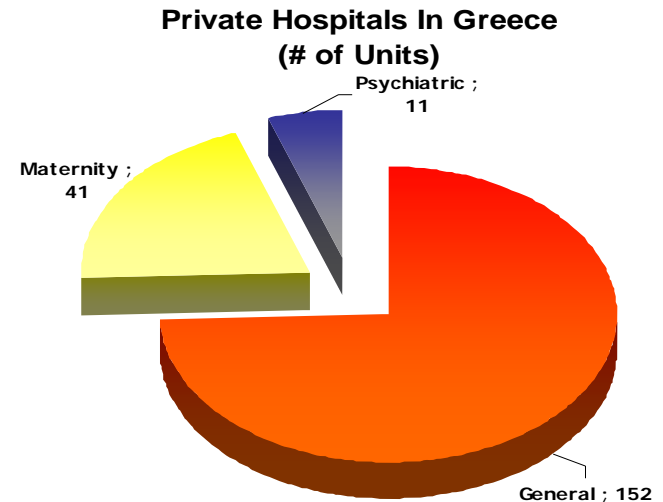
- Double digit annual growth rate
- Focused on high quality services
- Concentrated in Athens & Thessaloniki



- **Market with exceptional characteristics**
 - Legal framework - No regulation on prices
 - Government favours private activity
 - Peoples' mentality
 - Doctors work exclusively for the public or the private sector
- **Ineffective public health care system** (outdated facilities, waiting lists, etc)
- **Two tier private sector:**
 - High end (very few players), offering top service (AMC placed here)
 - low end (many small players), acting as a substitute to public health care system
- **Very strict regulation for new hospital construction**
- **Under insured population**
- **Lack of nation-wide private networks**
- **Market grows by low double digit growth rate and demand is higher for quality services**
- **Less than 10 hospitals have an annual T/O of more than 10 mil eur**

Capacity in Greece

	Total	Private	State Owned
Hospitals	340	60%	40%
<i>of which in Attica</i>	110	62.5%	37.5%
Patient Beds	50,000	30%	70%
<i>of which in Attica</i>	23,000	34%	66%





Primary Health care Market

- Market Size: c. €270 mil.
- 3 Largest private health care providers control 30% of market
- Market grows annually by 5%-7% due to
 - Increased health care awareness
 - Higher Standards of living
- Profit margins are substantially higher compared to other services
- Fragmented Market: Large number of small providers (independent diagnostic centers & Laboratories)
- Quality of services is low





Strategically positioned to capture growth opportunities in Greece

Secondary Health

- Leading provider of private health care services in Greece (appr. 30% market share of private health care)
- Offers vertically integrated medical services
- Provides high quality medical services
- The only company with an integrated nationwide network
- Management team with international background and extensive experience
- Cutting edge medical technology



Primary Care- *An Opportunity*

- We are the only company in Greece to have an integrated nationwide network

Advantages vs Competition

- we operate 24hour a day / 7 days a week
- Excess capacity
- Price competitive
- Quality of services
- In FY06 contribution from primary health services reached 15% of t/o
- Our long term target :20-25% contribution (=European average)



9 Hospitals

40 Diagnostic Centers



S.E Europe Operations

Promising market opportunities



S.E. Europe Network



- Provide diagnostic services locally
- Refer patients to the domestic hospital network for treatment

- 2 Diagnostic Centers in Romania
- 3rd to enter market in Q407-Q108
- 6 Representation Offices (Tirana, Sofia, Skopje, Prague, Bucharest, Plovdiv)
- Moscow operations (affiliated)



Managing For Value

**Operational Efficiency
&
Financial Discipline**





Profit Margins Enhancement

Reorganization

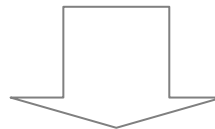
- Outsourced a number of non core activities (i.e. Cleaning, food facilities)
- Refined existing procedures to achieve more efficient inventory control
- Kept personnel to its minimum given our quality constraint and t/o growth.
- Fully exploit the benefits of the merger (e.g group purchasing)

Maturing Investments

- Further exploit economies of scale in individual hospital units

Capex Reduction

- Reduced need for capital expenditures following our 5 year investment plan
- Going forward we have less capital intensive investments aiming mainly at primary care network expansion
- We plan to hold capital expenditures at low levels (c. 5-6 mln Euros for maintenance capex annually) in the next 2 yrs, excluding acquisition of minorities CAPEX
- New investment Plan. CAPEX will be announced in Q407



Increased Cash Flow



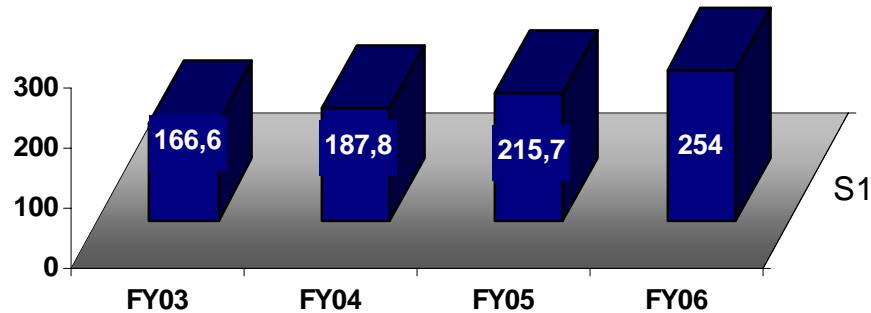
Financial Results





Financial Results - Revenue Analysis

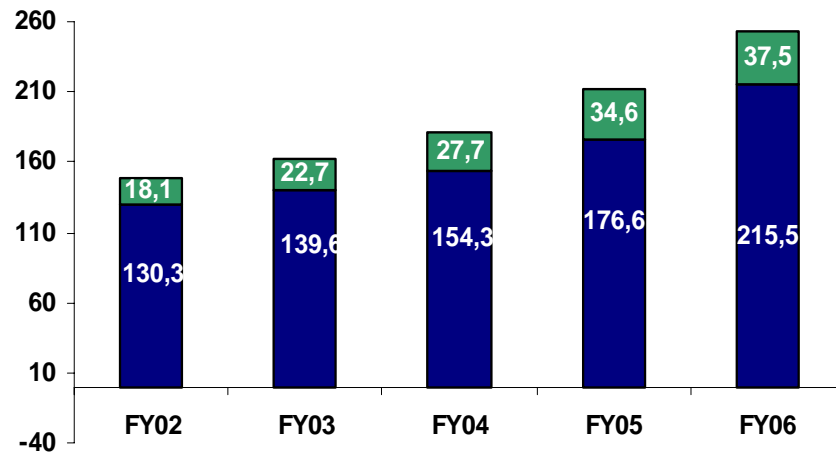
Annual Revenue - Euro Mil



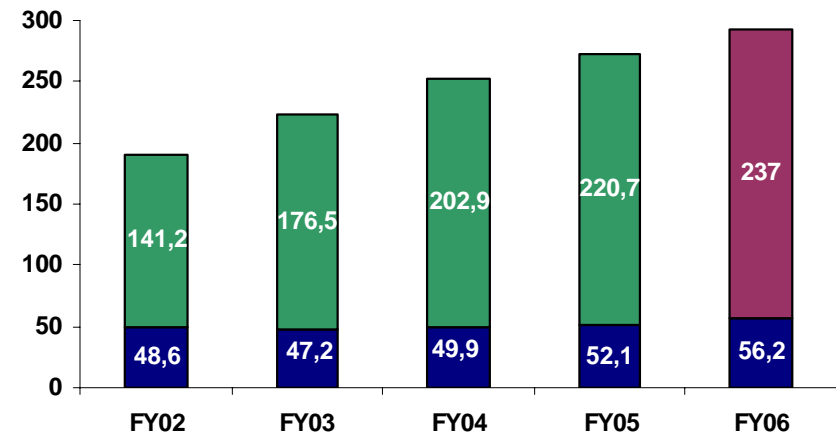
- Revenue reached 254 million Euro, an increase by 17,8%.

- Revenue growth came from an increase in outpatient and inpatient volume by 7,5% and 8,1% respectively

Revenue Analysis - Inpatients / Outpatients (Eur Mil)



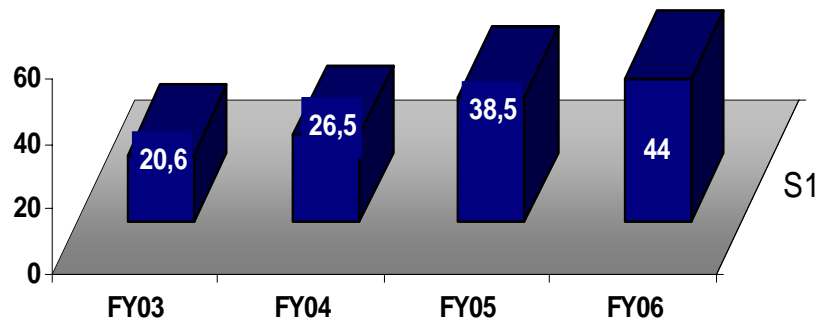
Volume Analysis - Inpatients / Outpatients





Financial Results (IFRS) – Profit Analysis

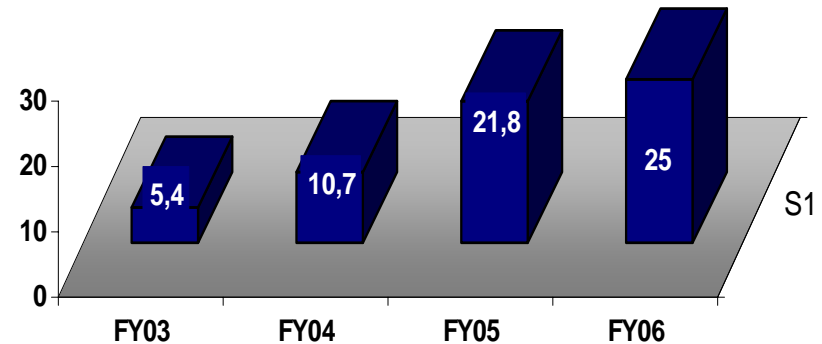
Group EBITDA - Euro Mil



- EBITDA profits were 44 million Euro, an increase of 14,4%. *Note that FY 03 figure is under Greek GAP*

- EBITDA profit margin of 17,3%

Group EBT - Euro Mil



- EBT were 25 million Euro, an increase of 15%. *Note that FY03 figure is under Greek GAP*



Growth Guidance



Future Growth Drivers



Organic



- Increase in patient flow (inpatients/outpatients)
- Price increases in line with inflation rate
- Expansion in Primary Care
- Economies of scale - Further profit enhancement

Market



- Reduced private competition
- Higher demand for high quality services
- Healthy market growth
- Comprehensive Employee Benefit Programs
- Sophisticated Purchasers





Financial Targets

Short Term
FY 07



- Double digit growth in Turnover
- Increase inpatient flow by c. 8%
- Increase outpatient flow by 10%
- Outpatient to reach 15-16% of total revenue
- Increase EBITDA by c. 10%
- Restructured Debt

Medium Term
Next 3 Yrs



- Maintain double digit Turnover growth
- Achieve EBITDA margins of 19-20% in the mature projects



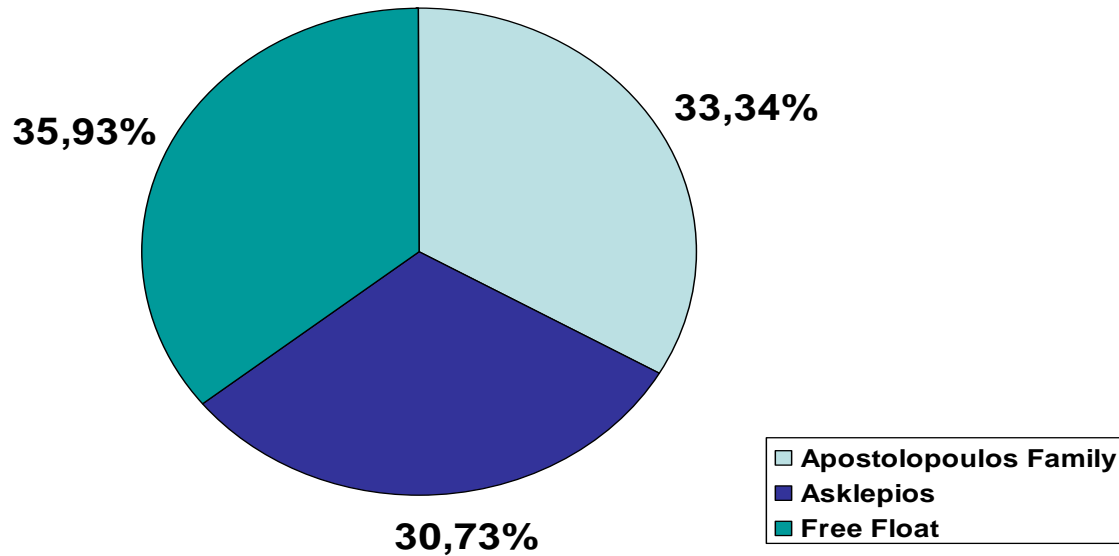
Summary



- Domestic Market with very special characteristics
- Ample room for private activity
- Government favoring private health care activity
- Demographics imply increase in the demand for high quality services
- Market growing at a healthy rate each and every year
- Market leader in the domestic health care market
- Established brand name – high brand awareness
- Strong shareholder base
- Concrete strategy to capture current & future market opportunities
- Established presence in SE Europe



Stock Data



Asklepios is the largest Health Care Group in Europe

- Establishing presence in China, Russia, Portugal and Poland
- Currently Owns and Operates 100 hospitals, 93 in Germany and 7 in the US.
- Has extensive know how and expertise on privatisation projects



STRENGTHS

- Market Leader – Well positioned in the market
- Strong brand name – Proven track record
- The only player with a network of hospitals
- New or Fully Renovated and Upgraded Facilities
- Investment plan completed – Organic growth ahead
- The only player with international presence
- Management team with international background
- Focused on core activity

WEAKNESSES

- Management Resources limited in the domestic market
- International expansion difficult to control effectively
- Size at expense of flexibility
- Strong seasonality of business

OPPORTUNITIES

- Inefficient public health care system – ample room for private activity
- Cooperation between the public and private
- Competition is vulnerable – Accumulated losses
- Friendly economic environment
- Capitalize on the existing network to promote new programs
- Develop new primary care products
- Develop a strong Customer Relationship Model
- Determine market developments
- Increasing demand ahead

THREATS

- *New Competition*
 - Difficult because legislation is very strict
 - Difficult to find enough land
 - Newcomers accumulated significant losses so far
- *Significant improvement in public health*
 - Almost impossible due to huge deficits
 - Quantity over quality
- *Vulnerable to negative news flow*
- *Unfriendly legislation*
 - New government favors private activity