



ANNUAL GENERAL MEETING

Estia Health (EHE)
FY2015



HIGHLIGHTS

Pro Forma NPAT 5% ahead of forecast

\$297.5m

REVENUE

FY15 forecast \$296.4m
(100.4%)

\$44.6m

NPAT

FY15 forecast \$42.6m
(104.7%)

\$69.7m

EBITDA

FY15 forecast \$70.2m
(99.3%)

\$0.136

DIVIDEND PER SHARE

FY15 forecast \$0.127
(107.1%)

\$61.8m

EBIT

FY15 forecast \$60.6m
(102.0%)

\$0.32

EPS

FY15 forecast \$0.31
(103.2%)

FY16

Over 20%

NPAT growth rate



SECTION 1

MARKET CONTEXT



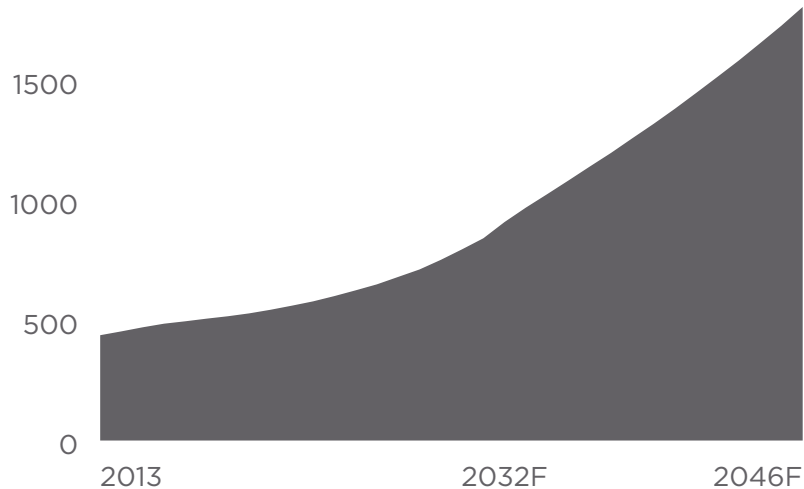
Population aged over 85 years
expected to double by 2032F
and double again by 2046F

DEMOGRAPHIC TAILWIND

An ageing population with increasing prevalence of chronic conditions is forecast to require a c.37% increase in places between FY13 and FY22. The increasing age of residents (and acuity) will drive care requirements

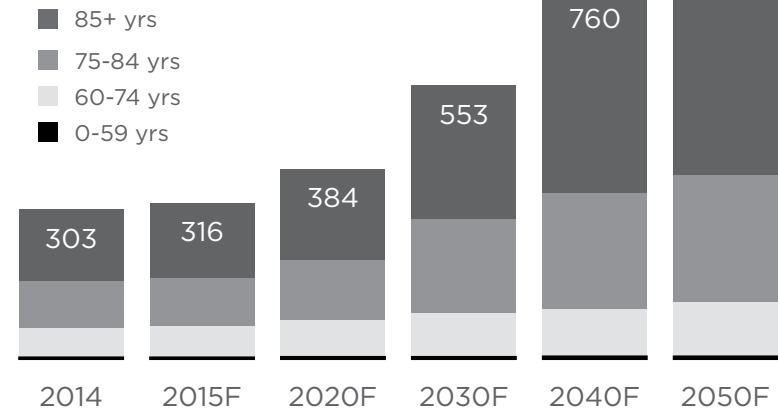
Growth in forecast population aged 85 years and over creating increased demand¹

- per thousand people



Increasing prevalence of chronic illnesses – dementia example²

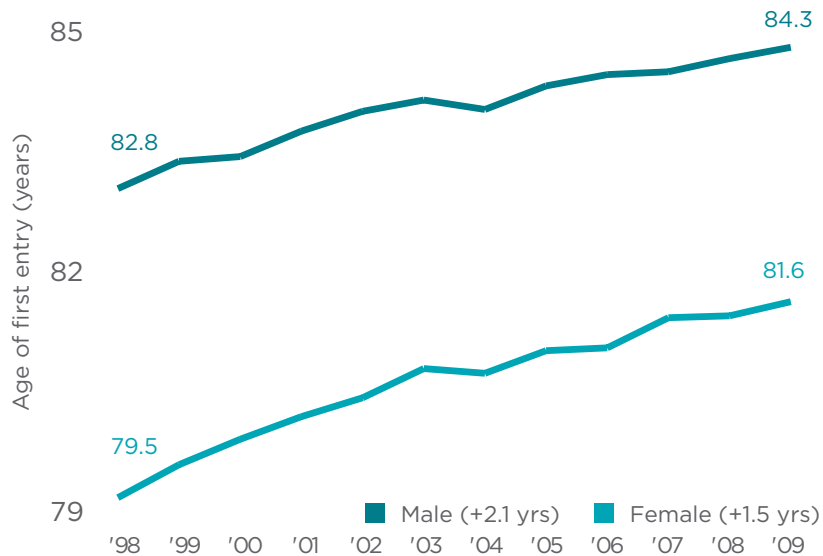
2014-2050 CAGR FY14 to FY50F: 3.2%
- per thousand people



1. "Series 3222.0 Population Projections (Series A)", Australian Bureau of Statistics, accessed 19 June 2014
2. "Dementia Across Australia: 2011-2050", Deloitte Access Economics, 9 September 2011

HIGHER ACUITY

Increasing age of residents resulting in higher care requirements¹



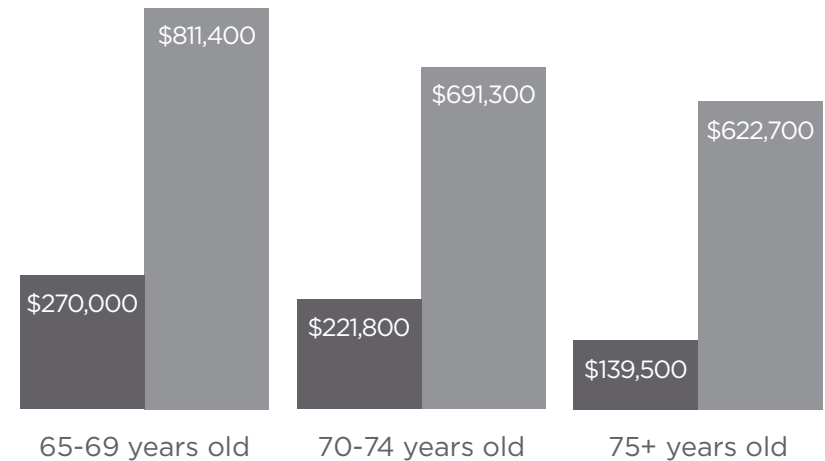
Increasing wealth²

■ 2000 ■ 2030

CAGR 2000 to 2030F: 3.7%

CAGR 2000 to 2030F: 3.9%

CAGR 2000 to 2030F: 5.1%



1. "Technical Paper on the changing dynamics of residential aged care prepared to assist the Productivity Commission Inquiry Caring for Older Australians", Department of Health and Ageing, April 2011
2. "Caring for Older Australians: Productivity Commission Inquiry Report Overview (No. 53)", Australian Government — Productivity Commission, 28 June 2011

DEMAND > SUPPLY

An additional c.69,000 additional places will be required by 2022. The rate of growth in industry places will have to more than double to meet this demand

Overview of the industry

\$12.9 billion of industry operating revenue in FY2013

Approximately 190,000 places as at June 2013

- a further c.69,000 places estimated to be required by FY2022F to meet demand

High barriers to entry for new entrants

- supply of places is highly regulated
- regulatory compliance obligations

Highly fragmented sector

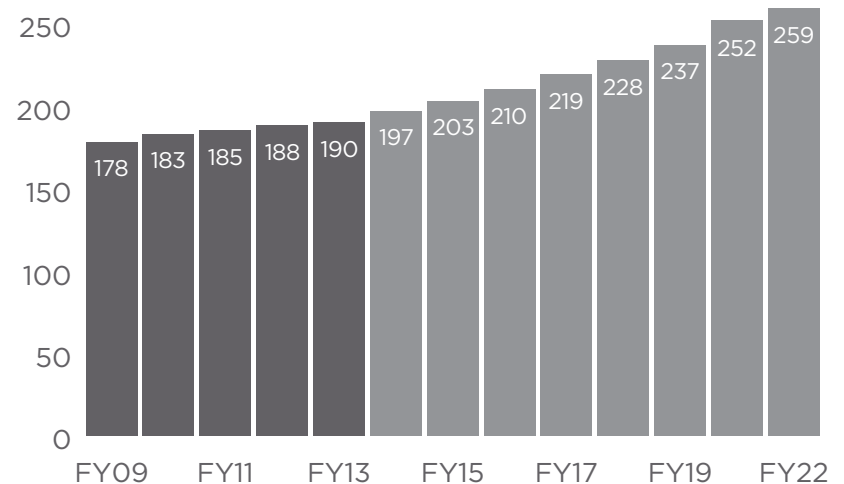
- for-profits represented only 36% of total places in FY2013 (up from 28% in FY2003)
- 63% of providers operated only one facility²

Recent regulatory reform is the catalyst to attract further private sector capital

- LLLB changes came into effect 1 July 2014

Number of places¹

- per thousand places



1. "Series 3222.0 Population Projections (Series A)", Australian Bureau of Statistics, accessed 19 June 2014

2. "Dementia Across Australia: 2011-2050", Deloitte Access Economics, 9 September 2011

SECTION 2

STRATEGY FOR GROWTH



GROWING HERITAGE

Peter Arvanitis
Founder
(now non-executive
board director)



Paul Gregersen
CEO



Pat Grier
Chairman

1990

2000

2010

31 JULY 2014

5 DEC 2014
IPO

1 JULY 2015

1 OCT 2013
Quadrant
Private Equity

2005

10

14

36+8*

49+5*

**Lasting
Changes**
founded (VIC)

**Estia
Health**
formed

1987

Cook Care
founded (NSW/QLD)

9

1984

Padman Health Care
founded (SA)

13

ESTIA HEALTH GROUP

1 OCT 2013

31 JULY 2014

5 DEC 2014

1 JULY 2015

Number of facilities
Number of places

10
829

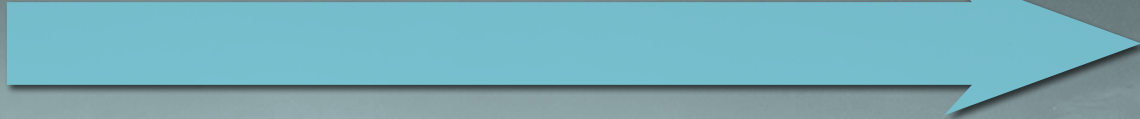
36
3,203

44
3,613

54
4,441

* Contracted acquisitions

MEDIUM TERM GROWTH STRATEGY*

 Towards **10,000** places

FY 2020

ACQUISITION

SINGLE SITES: 500 – 1,000 places per annum

GROUP: one medium/large sized group in period

ORGANIC

BROWNFIELD: 300+ places in period

GREENFIELD: 500 – 1,000 places in period

*Illustrative volumes for acquisition and organic development to FY2020

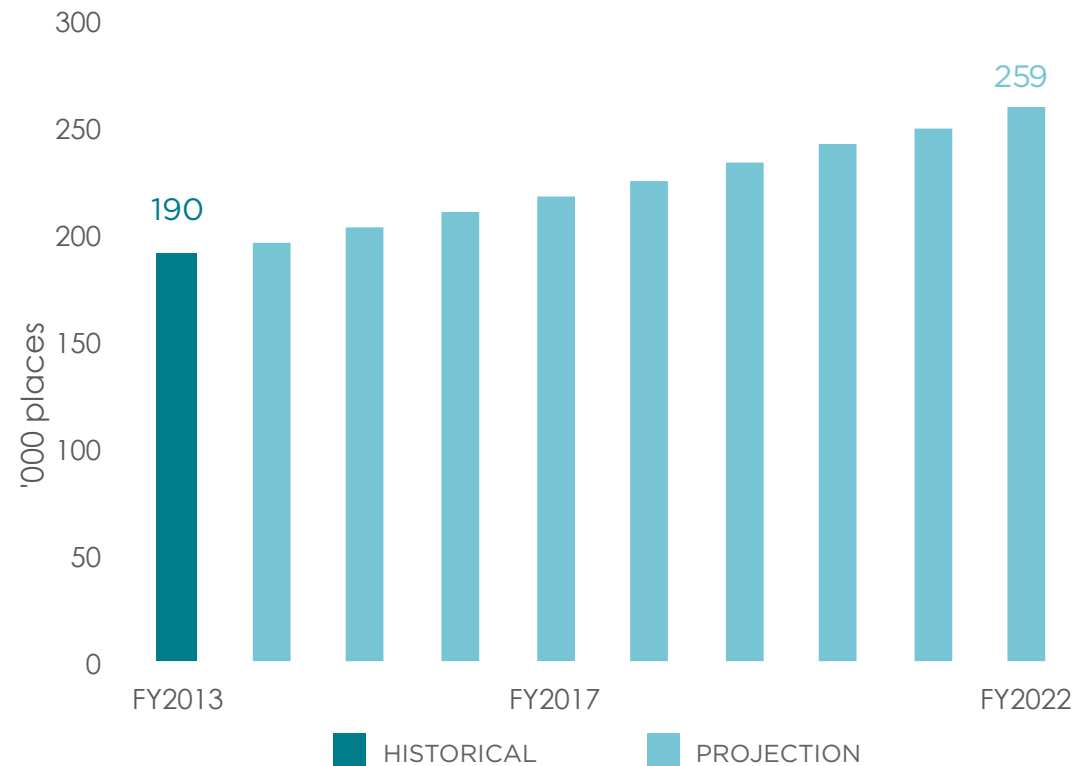
SINGLE SITE INTEGRATION TRACK RECORD

CY 2013		CY 2014		CY 2015	
Coolaroo	60	Altona Meadows	90	Grovedale	120
Yarra Valley	95	Plenty Valley	68	Burton	80
Ardeer	55	Leopold	75	Keysborough	60
Oakleigh	110	Albury	80	Coolum	120
		Wodonga	80	Forster	100
		Wattle Glen	90	Taree	121
		Prahran	58	Tuncurry	129
		Salisbury	71	Bendigo	73
				Keilor	60
				Epping (Vic)	70
				Bannockburn (Oct)	120
				Contracted Acquisition 1 (Nov)	48
4 facilities	320	8 facilities	612	12 facilities	1,101
				10 facilities above Prospectus	921

GREENFIELD PARTNERSHIP



HISTORICAL AND PROJECTED GROWTH IN TOTAL PLACES**



TARGET GREENFIELD: 500 - 1,000 places* in period

* Illustrative volumes for organic development by FY 2020 **"Report on Government Services Volume F Chapter 13" – Productivity Commission, Table 13A.23 (Historical places for FY2009 – FY2013): "Inaugural Report on the Funding and Financing of the Aged Care Sector", Aged Care Financing Authority, June 2013 (Projected places for FY2014 to FY 2022).

BROWNFIELD EXTENSIONS



Aberfoyle Park | Bentleigh | Burton | Coolaroo
Encounter Bay | Mudgeeraba | Oakleigh | Ryde | Southport

TARGET - BROWNFIELD: 300+ places in period*

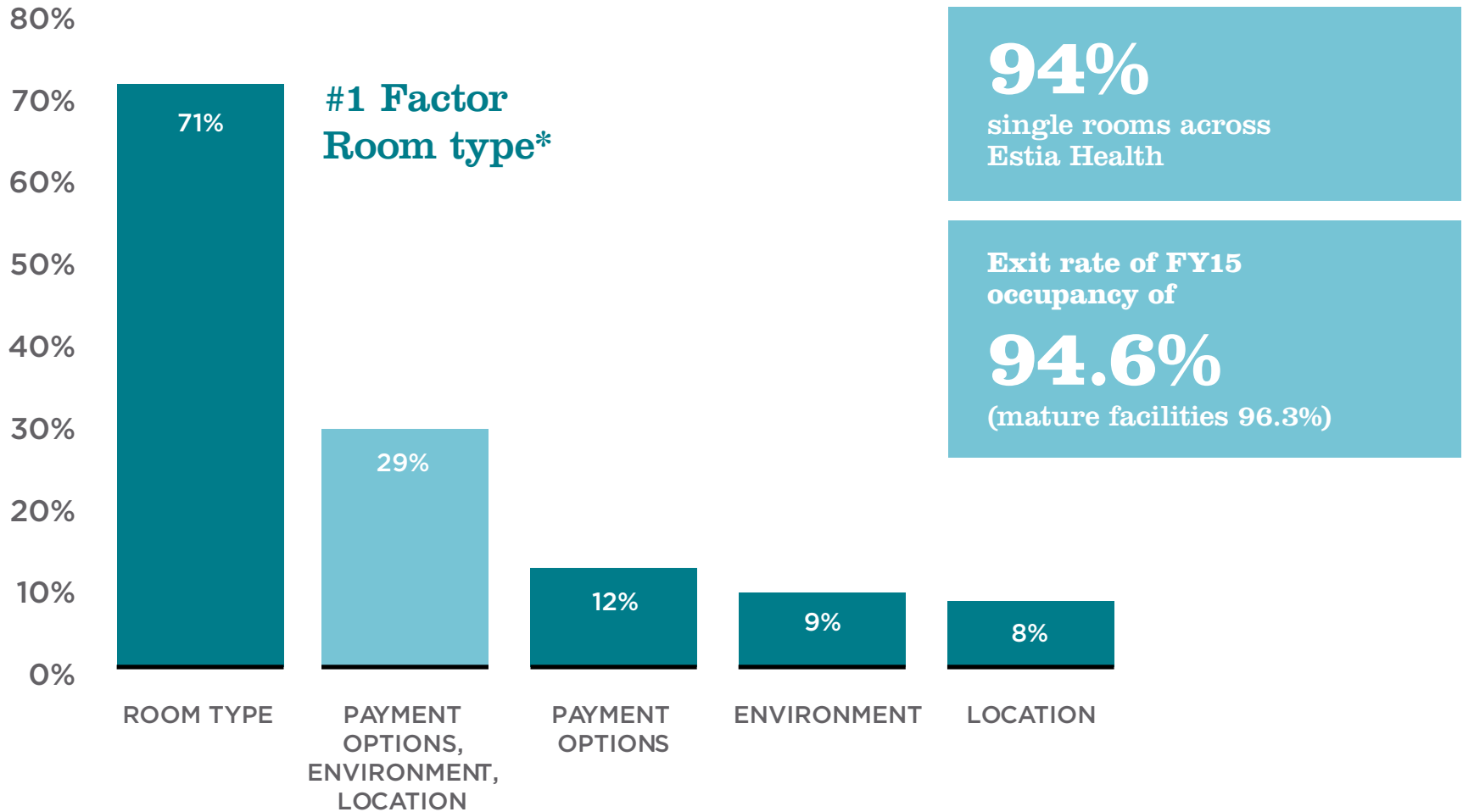
* Illustrative volumes for organic development by FY2020

SECTION 3

ESTIA HEALTH'S PROPOSITION

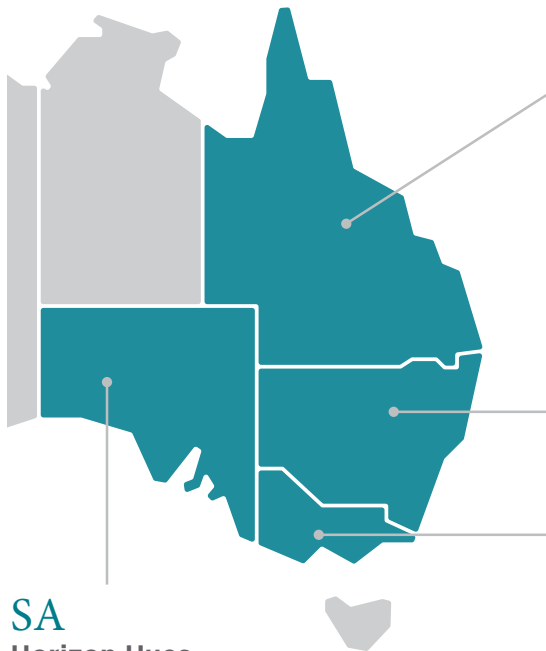


MEETING CONSUMER DEMAND



* Independent consumer research completed in January 2015 by House of Brand.

NETWORKS OF HIGH QUALITY FACILITIES



QLD

The Sunshine Link

Albany Creek, Mount Coolom, Mudgeeraba, Nambour, Southport

NSW

The Blue Gropers

Dalmeny, Epping, Manly Vale, Mona Vale, Ryde, Willoughby

The Humpbacks

Forster, Taree, Tuncurry

VIC

Polaris

Albury, Ardeer, Bendigo, Coolaroo, Keilor, Wodonga

Montu

Dandenong, Keysborough, Knoxfield, Oakleigh East, Ringwood, Yarra Valley, Acquisition 1

The Innovators

Altona, Bannockburn, Grovedale, Leopold, Melton, Werribee

Heartlands

Bentleigh, Epping, Heidelberg West, Plenty Valley, Prahran, South Morang, Wattle Glen

SA

Horizon Hues

Burton, Craigmore, Golden Grove, Kadina, Salisbury, Salisbury East

Trail Blazers

Aberfoyle Park, Encounter Bay, Flagstaff Hill, Strathalbyn

Linc Net

Daw Park, Kensington Gardens, Lockleys, Parkside

No. of facilities

54*

No. of operational places

4,441

Configuration: % of single rooms

94%

* As at November 2015

OUR ESTIA CODE

Always Approachable

We make time to listen because we care.

My Daily Best

We do our best to make a difference, every day.

Creating Happiness

We make magical moments happen, in small and special ways.

See Something, Say Something

We pay attention and are quick to act.

Pushing Our Limits

We challenge ourselves and inspire others.

MOBILISING TALENT

ESTIA LEADERSHIP FORUMS

<https://vimeo.com/139668051>



MOBILISING TALENT

NETWORK AMBASSADOR PROGRAM



No. of ambassadors identified

236+

“Our employees and residents gained so much by having Lorraine at our new home in Forster – she was an untapped resource. We would not have benefited from her skills and fresh perspective if it had not been for the Network Ambassador Program.”

Helen Fredericks, National Business Consultant (Integrations)

“Through this exciting learning curve, I have cared for lovely residents and engaged with new teams, gaining an ability to see things from a wider viewpoint.”

Lorraine Dzeka, Registered Nurse and Network Ambassador

MOBILISING TALENT

LEADERSHIP DEVELOPMENT CENTRES



“With an ambition to double in size, Estia has designed and implemented a consistent talent assessment process to identify potential, group and personal development plans for talented senior leadership who seek career development and potential movement into new roles”

Maria Hammond, Chief Operating Officer

“The development centre was an excellent opportunity to look at our strengths and identify ways to improve and progress our leadership skills.”

Penny Munn, National Business Consultant

20+

Management level participants

8

Moves into new national business consultant roles

3x

Leadership Development Centres a year

MOBILISING TALENT

GRADUATE NURSE INTERNSHIP

“We met more than 170 people over 10 days and were blown away by the calibre of candidates. Graduates commented on how excited they were at the prospect of working and growing their careers with Estia Health.”

Elizabeth Shaw, Human Resources Business Partner



30+

**Graduates starting
February 2016**

356

**applications – round #1
August 2015**

800

**Facebook followers
endorsing our brand**

MOBILISING TALENT

RESEARCH STUDY SCHOLARSHIP



- Fully funded honours research scholarship for Registered Nurses
- Improving the health and wellbeing of our leadership and workforce
- In partnership with Prof. Christine Duffield and Prof. Lin Perry at the University of Sydney (UTS)



Prof. Christine Duffield



Prof. Lin Perry

“This is an exciting opportunity for a highly motivated Registered Nurse to contribute to our organisation’s development, as well as build their knowledge and skills as they grow their career.”

Kate Sellick, People & Communications Director

CREATING HAPPINESS

<https://vimeo.com/139668137>

Meet our Roaming Diners
Changing the world one place at a time