Longer, healthier, happier lives

2014 Review

bupa.com
Our purpose

Longer, healthier, happier lives is Bupa’s purpose and at the heart of everything we do.

Bupa 2020 is our strategic vision outlining how we will fulfil our purpose and help millions of people enjoy better health.
Our business model

Bupa is a global healthcare company with unique breadth, scale, influence and expertise.

We fund healthcare through our insurance and subscriptions businesses.

We provide healthcare through our clinics, hospitals and care homes, as well as in the workplace and at home.

We engage people in their health, helping them to adopt healthier lifestyles and reduce health risks, as well as partnering with governments and others to improve healthcare systems and policies.

We believe integrated healthcare, with all parts of the healthcare system working together, is the future of healthcare delivery. We have an unrivalled breadth of healthcare and commercial expertise which enables us to deliver integrated healthcare in a number of our markets.

Our status as a private company, limited by guarantee, means we have no shareholders and are not driven by short-term profit. This means we behave commercially and focus on our customers, whilst taking a long-term view and reinvesting our profit to provide more and better healthcare, fulfilling our purpose: longer, healthier, happier lives.

For more information about Bupa’s purpose, visit: bupa.com/annualreport
FOR CUSTOMERS
Delivering accessible quality healthcare products and services to meet a wide range of healthcare needs.

FOR SOCIETY
Partnering to improve healthcare systems; engaging millions of people with wellness tools and information; making a positive impact on the environment.

FOR OUR PEOPLE
Helping our people to be healthier because they work at Bupa and make a positive impact in our communities.

REINVESTMENT
With no shareholders we have a long-term perspective and reinvest our profit to fulfil our purpose.

Capital reinvested in 2014
£595m

FOR MORE INFORMATION PLEASE GO TO OUR MARKETPLACE ON PAGES 4-5
Our 2014 performance

HEALTHCARE PARTNER TO MILLIONS MORE PEOPLE
We focused on making quality healthcare more affordable and accessible and cemented stakeholder partnerships to increase our impact on the world’s health

EXTRAORDINARY BUSINESS PERFORMANCE
We built momentum towards strong and sustainable financial performance, providing us with the means to fulfil our purpose

PEOPLE LOVE WORKING AT BUPA
We focused on creating an environment where everyone can perform at their best and be supported to take care of their health and wellbeing

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Customer numbers
28.7m
31%

Health engagement
134m
34%

Revenue
£9.8bn
8% AER
15% CER

Underlying profit
£637.8m
0% AER
8% CER

Carbon footprint reduction
14%
1%

Employee engagement
68%
1%

Performance excellence
75%
3%

Leadership
69%

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22 Good health depends on a healthy environment. This icon highlights our progress towards our sustainable business goals. You can find out more on pages 9, 10, 12, 14, 16 and 19.
We are a global healthcare company delivering a broad range of services to fund and provide healthcare for our 29m customers in over 190 countries. Our 79,000 people provide specialist expertise and support every step of the way.

**Our world**

29m customers in 190 countries

**Care services**
Providing care and support to the elderly

- 443 care homes
- 31 retirement villages

**Medical services**
Providing specialist medical and clinical services and expertise

- 113 wellness centres
- 205 clinics
- 15 hospitals
- 366 dental centres
- 26 optical centres

**Customer and corporate services**
Offering customer advice and support across all our services

- 125 offices
- 215 retail centres

**Customer service and specialist support**

- 20,900 carers and healthcare assistants
- 8,400 nurses
- 6,300 doctors

**Care homes**

- Dentists and dental nurses
- Health coaches
- Dietitians
- Opticians and optometrists
- Sports therapists
- Counsellors
- Physiotherapists
- Corporate services
- Radiographers
- Pharmacists

**79,000 employees**
Chairman’s statement

Lord Leitch
Chairman

During 2014 we made good progress towards our Bupa 2020 strategic vision, which was developed and communicated in 2012. Our diversified portfolio, broad geographic footprint and increased healthcare expertise means we are well positioned to fulfil our purpose: longer, healthier, happier lives.

Over the year we have been focused on delivering growth from all our businesses while continuing the integration of our recent acquisitions.

The acquisitions made in 2013 and early 2014 have expanded our scale and impact and we are pleased with the contributions these businesses have made this year.

In 2015 we will continue to focus on delivering growth from all our businesses.

Our 78,900 people are embracing our Bupa 2020 vision, and we are making progress across the business in realising our long-term ambitions to be a healthcare partner to millions more people, deliver extraordinary business performance, and be a place where people love working.

As part of our efforts to increase our impact on world health, we strengthened our relationships across a wide network of strategic partners, including Alzheimer’s Disease International, the World Heart Federation, the Union for International Cancer Control, the International Telecommunication Union and the World Health Organization. We also continued our efforts to make a positive environmental impact, establishing a dedicated £50m Energy Saver Fund to invest in carbon reduction projects in order to reduce both our underlying operating costs and our carbon footprint, targeting a 20% absolute carbon reduction by the end of 2015.

2014 BOARD AND EXECUTIVE CHANGES

The Rt Hon Patricia Hewitt decided not to seek re-election as a Non-Executive of the Board in April. I’d like to thank her for her valued contribution and the insight she brought. Peter Cawdron also stepped down at the AGM in June 2014, having come to the end of his term of office. You can read more about our Board on page 20. To find out about our future plans for the Board, download our 2014 governance report at bupa.com/annualreport.

Within the Bupa Executive Team, Steve John, Corporate Affairs Director, Yasmin Jetha, Chief Information Officer, Alison Platt, Managing Director, International Development Markets, and Denise Collis, Chief People Officer left Bupa. They were succeeded by Alex Cole, Garry Fingland, David Fletcher, and Joy Linton, followed by Elisa Nardi respectively. Find our more about the Bupa Executive Team on page 22.

Alan Buchanan, the Company Secretary, left in May and Julian Sanders has been appointed to the role.

Our thanks go to Steve, Yasmin, Alison, Denise and Alan for all their contributions.

Bupa is an organisation whose success comes from the passion and care of our extraordinary people. The Board and I would like to thank all of our people for their hard work and commitment, delivering another successful year for Bupa and fulfilling our purpose: longer, healthier, happier lives.

Sandy Leitch
Chairman
Our marketplace

Our aim is to improve the health of millions of people across the globe. With 28.7m customers in 190 countries, we are seeing significant changes in the health and care environment. We are using our expertise, influence, global scale and reach to help address the unprecedented demands that face healthcare systems, governments, businesses and people across the world.

**CHANGING HEALTHCARE NEEDS**

Around the world, people’s healthcare needs continue to evolve. Long-term conditions including heart disease, cancer and diabetes are rising as a result of unhealthy lifestyles and an ageing population. Age-related diseases, such as dementia, are also increasing as people live longer. Urbanisation is contributing to a rise in chronic conditions as people who move to cities increase their healthcare risks through unhealthy diets, limited physical activity and increased exposure to urban air pollution. Although some people are becoming more health conscious, risk factors, such as obesity, are becoming more prevalent. Overall, the changing nature of illness poses significant organisational and cost challenges for healthcare systems and governments across the world, and is driving changes in how healthcare is both funded and delivered.

**PERSON-CENTRED CARE**

Patients with challenging long-term conditions often have complex needs and require the support of more than one specialist or healthcare provider. In the past, there was typically limited coordination or information sharing between providers of healthcare. This sometimes leads to duplicated efforts and a confusing healthcare experience for consumers. As a result, healthcare is becoming more personalised and delivered to the customer in their chosen setting. Providers are working together to make sure care is high quality and more cost-effective.

**MOVING CARE OUT OF THE HOSPITAL**

The rise in long-term conditions is leading to a shift in care environments as hospitals are not designed to manage long-term conditions. There are growing numbers of integrated care models that use primary and intermediate care services – such as GPs and community nurses – in new ways to bring about high quality, cost effective healthcare that is often more convenient for the customer. Developments in technology are contributing to providers’ ability to deliver care in alternative and even remote locations.

**PAYING FOR OUTCOMES RATHER THAN SERVICE**

Traditional funding and payment models, such as ‘fee-for-service’, are more suited to unpredictable acute illness or events. Some governments are now looking at new evaluation and payment systems that, they hope, will lead to better outcomes and more efficient use of resources. Funders are also increasingly wary when it comes to paying for unnecessary, expensive treatments, or treatments for which there is little clinical evidence. As a result, there is a shift towards risk-sharing agreements between funders and providers in order to provide better quality healthcare outcomes at sustainable prices for the benefit of the customer.

Growth in healthcare spending continues to surpass GDP growth, which means the sustainability of healthcare costs is prompting public debate in many markets. At the same time, governments recognise that many conditions are preventable through healthier lifestyles. This is leading to greater government focus on prevention, as healthcare systems can no longer afford to focus only on reactive treatment. Governments are increasingly investing in campaigns on issues such as smoking cessation, healthy eating and exercise.

Employers are also beginning to invest in workplace wellness schemes to encourage their people to adopt and maintain healthier lifestyles.
**CHANGES IN PATIENT EXPECTATIONS**

Customers are becoming increasingly empowered. There has been a radical transformation in the quantity of health data and information that is available, and digital technology means such information is easily accessible. This has resulted in higher expectations from customers to have a greater involvement in decisions relating to their health. Growing middle classes, particularly in emerging economies, continue to expect more from their healthcare providers in particular. Demand is also growing for increasingly personalised care as well as access to healthcare services, where and when customers need them.

**What this means for our customers**

Overall, the needs and expectations of our customers continue to evolve. They often have varying levels of need, from focusing on staying healthy to managing long-term conditions. At the same time customers are looking for more flexible and personalised care and guidance in understanding healthcare information and choices, and navigating complex healthcare systems.

**What this means for us**

In order to meet the changing needs of our customers this means putting them at the centre, listening to what they say and providing guidance that addresses their needs. We are working to ensure that they have a seamless experience between our healthcare funding and provision businesses and we work with other healthcare providers to make sure customers get the right care in a location that meets their needs. We are also focusing on prevention, encouraging people all over the world to adopt healthier lifestyles.
Our KPIs

We track our performance against a number of key performance indicators which are aligned to our Bupa 2020 strategic vision.

Healthcare Partner to Millions More People

We believe that engaging millions more people in their health is best done in partnership with other organisations, including other companies, non-governmental organisations and the public sector. We work across different sectors so that each organisation makes a unique contribution. For example, we collaborate closely with Alzheimer’s Disease International (ADI) to create public health campaigns on dementia awareness and risk reduction. For the last two years, we have supported ADI’s World Alzheimer Report. In 2014, the report examined the latest evidence on the disease, finding that the risk of developing dementia may be reduced by adopting healthier lifestyles.

Extraordinary Business Performance

We are now the Australian government’s medical services delivery partner, providing visa health checks and a range of other medical services. The newly created business, Bupa Medical Visa Services, will carry out an estimated 275,000 visa medical assessments a year. Since opening in August, the business has already made strong contributions to revenue and customer growth in Australia. Health assessments take place in one of our six purpose-built medical clinics and we also manage a network of approved medical clinics for regional areas. Our work ensures that people applying for visas satisfy Australia’s migration health requirements.

People Love Working at Bupa

We are powered by the purpose, passion and contribution of our people and know we excel when our people love working here. We continue to make the health, safety and wellbeing of our people a priority and we want our people to be healthier because they work at Bupa. This year, we focused on creating a healthy culture through leadership. As part of this, we have run ‘Performance Energy’ workshops in each Market Unit, coaching our leaders on techniques to maintain their energy and effectiveness both inside and outside of work. We have also created an online toolkit so that our leaders can share these techniques more widely within their teams and across Bupa.
2014 has seen us make significant progress on our journey to be a healthcare partner to millions more people around the world. The momentum of 2013 continued into 2014, with a 31% increase in customers achieved through both organic growth and acquisition. We saw significant growth in many of our businesses, notably LUX MED, our 2013 Polish acquisition; Bupa Arabia, one of our joint ventures; and our Australian insurance and health provision businesses. We acquired a controlling stake in Chilean healthcare provider Cruz Blanca Salud (now rebranded Bupa Chile), marking Bupa’s entry into one of Latin America’s most attractive markets, and also extended the provision of our micro health insurance scheme in Ghana.

### KPI: Customer numbers

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<tr>
<th>TREND</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
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<tbody>
<tr>
<td>28.7m</td>
<td>19.8m</td>
<td>15.9m</td>
<td>14.8m</td>
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### KPI: Revenue

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<tr>
<th>TREND</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
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<tbody>
<tr>
<td>£9.8bn</td>
<td>£9.1bn</td>
<td>£8.4bn</td>
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### KPI: Underlying profit

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<th>TREND</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
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<tbody>
<tr>
<td>£637.8m</td>
<td>£628.5m</td>
<td>£609.5m</td>
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### KPI: Health engagement

<table>
<thead>
<tr>
<th>TREND</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
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<tbody>
<tr>
<td>134m</td>
<td>99m</td>
<td>75m</td>
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Our ambition is to engage millions of people around the world in their health and wellbeing, enabling them to make simple and positive changes to be healthier. In 2014 we created 134m points of engagement across both our customers and wider society through activities, including health assessments, websites, social and other media, events and health programmes. As well as increasing our activities, we are also now able to measure more of our engagement following improvements to our reporting capabilities. On a like-for-like basis our 2013 figure was 99m, exceeding the 29m reported at the time. Having surpassed our original target of 60m by 2015, we are establishing new Bupa 2020 milestones.

### KPI: Leadership

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<th>TREND</th>
<th>2014</th>
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<th>2012</th>
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<tr>
<td>69%</td>
<td>65%</td>
<td>60%</td>
<td>55%</td>
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Our leadership index, new for 2014, measures the extent to which our people see our leaders as committed to continuously growing themselves, to grow others, to grow the business, to improve the health of the world. Over the past year, we have focused on expanding our ‘Bupa Leaders Are’ programme to 1,000 leaders around the world. It is also becoming part of the fabric of Bupa through leadership events, performance management, recruitment, and development.
CEOs statement

In 2014 we continued to deliver good, sustainable financial performance by focusing on growing all our businesses, integrating recently acquired companies and improving operational effectiveness. We grew revenue by 15% to £9.8bn and underlying profit by 8% to £637.8m at constant exchange rates as we continued to invest in new products, services and operations to support future growth.

Stuart Fletcher
Chief Executive Officer

OUR BUPA 2020 VISION

We have an ambitious strategic vision for what Bupa will look like in 2020 (see page i). It outlines what we will achieve and what Bupa will be known for in that year.

Extraordinary business performance means strong, sustainable revenue and profit growth and, as we have no shareholders, reinvesting our profit to better fulfil our purpose. Financial discipline means we can invest to create long-term economic value and make a positive impact on world health and the environment.

Crucially, we will deliver our purpose by being a healthcare partner to millions more people around the world. Not only will our customers enjoy better health, but we will engage more people around the world in their health and wellbeing.

We also want to make a huge impact for our customers. Our ambition is that by 2020 people will know Bupa for: providing access to advice and care that’s right for them; making quality healthcare affordable and accessible; and tackling the toughest challenges in healthcare.

We know we excel when our people love working at Bupa. We want to create an extraordinary culture and make sure our people are healthier because they work here, and can make a big impact in their communities.

PERFORMANCE

We are making good progress towards our Bupa 2020 vision, creating a strong platform for the future.

We delivered good revenue growth, and grew customer numbers strongly by 31% to 28.7m, with 11% of the growth through the acquisition of Cruz Blanca Salud (now rebranded Bupa Chile), 6% from joint ventures and associates, 2% from our micro health insurance initiatives in India and Ghana, and 12% from the rest of the business. We maintained underlying profit and reinvested capital totalling £595m to support future growth. At constant exchange rates, revenue grew 15% and underlying profit was up 8%. Excluding recently acquired businesses and associated financing costs, revenue and underlying profit were both up 6% at CER. Statutory profit rose 18% to £609.2m.

This year, we took significant steps to transform the business to enable us to deliver sustainable financial performance and fulfil Bupa 2020. This included increasing operational effectiveness across all Market Units, including delivering £30m of cost savings in the UK, by improving efficiency in key back office processes and procurement, and by streamlining the sales organisation. We also began to restructure and regionalise operations in our Bupa Global Market Unit to better serve our customers in their own language, culture and time zone. In Australia, we significantly expanded our healthcare provision footprint, with the launch of Bupa Medical Visa Services in July and Bupa GP Clinics in October.

In our established markets, we saw a particularly strong performance from Australia and New Zealand, where we are differentiating our business through the quality and breadth of our service. In the UK we delivered a second year of growth, benefiting in particular from our focus on efficiency and management of operating costs. We also continue to lead reform in the UK private healthcare market through our ongoing drive to reduce healthcare costs, including those charged by private hospitals, to deliver better value for customers. In November, we signed a ground-breaking contract with Spire Healthcare, commencing in 2015, agreeing prices until 2021.

We have swiftly embedded recent acquisitions and these businesses made a strong contribution to our performance in 2014. Bupa Chile is performing well and during the final quarter of 2014, we began to migrate the branding of parts of the business to the Bupa brand. In Australia, we began promoting Bupa Dental Corporation’s clinics to our health insurance customers and vice versa. We also increased the number of Bupa Dental Corporation practices that are part of our health insurance customer network to over 110. In Poland, we are focused on developing LUX MED’s integrated healthcare funding
and provision offering, as we believe this model brings better oversight of the patient journey and supports more affordable and accessible healthcare. In Hong Kong, we are embedding the Quality Healthcare clinic business into the organisation and in August opened a new premium medical centre.

We have a target to reduce absolute carbon emissions by 20% by the end of 2015 with 2009 being the baseline, measured in line with the Greenhouse Gas Protocol Standard. This year, we decreased our carbon footprint by a further 1% to 14% despite our business growth. We have made strong improvements in our direct and indirect emissions through energy efficiency, clean energy generation on our sites and sourcing certified green tariff electricity, particularly in Spain. We have established a dedicated £50m Energy Saver Fund to invest in projects over 2014 and 2015 to reduce our operating costs, energy use and carbon emissions.

HEALTHCARE PARTNER TO MILLIONS MORE PEOPLE

We continue to develop strategic partnerships to enable millions of people to improve their health and wellbeing.

We are committed to partnering with the public sector where our expertise can benefit patients and public health systems. The successful launch of Bupa Medical Visa Services, which provides health checks on behalf of the Australian Government to an estimated 275,000 visa applicants a year, is an example of this in practice. In the UK, we have developed a pioneering intermediate care service with Central Manchester University Hospital Foundation Trust, helping over 300 people back to good health without the need for a long hospital stay. We have also published an independently verified report about our Public-Private Partnership (PPP) in Valencia, Spain.

We are committed to engaging people more broadly in their health and wellbeing. We continued our partnership with the World Health Organization and the International Telecommunication Union on the global mobile health initiative, Be Healthy, Be Mobile, to help address non-communicable diseases. We cemented our partnership with Alzheimer’s Disease International, as we continued to lobby for governments to adopt our joint Dementia Charter and develop National Dementia Plans. In December, we published Cancer – it’s everyone’s business, with the Union for International Cancer Control. This report calls for new PPPs to combat cancer and achieve long-term change through workplace health initiatives. We also established a new Chief Medical Officers’ network to explore how we can combine the experience of a global network of clinicians in corporations to improve health and wellbeing.

A PLACE WHERE OUR PEOPLE LOVE TO WORK

I know that our success comes from the efforts of all of our 78,900 people and I thank them for their hard work and dedication.

We want each and every one of our people to love working at Bupa. Being a great place to work is an essential part of our Bupa 2020 vision. It is important to us as a business and it is also a big part of how we ensure we deliver excellent care and service for our customers. This year we have seen an increase in our employee engagement and performance excellence indices to 68% and 75% respectively.

We place great emphasis on leadership. Our focus is on ensuring our people live our values every day, creating an extraordinary working environment and empowering our people to play their part both at work and more widely in the communities we serve. Throughout 2014, we continued to invest in development and helping our people to be the best they can be. We have introduced a new KPI on leadership to measure progress in this area (see page 7).

Diversity is essential to our business— with customers in 190 countries, it is vital that we are able to better understand and meet their needs. Our executive team is varied in nationality, international experience and gender, with 31% female members. The representation of women in our senior management team is 42%, and across our global workforce is over 70%.

LOOKING FORWARD

In 2015, we will continue to focus on integrating and delivering performance from our acquired businesses, growing and developing all our businesses and driving operating efficiencies across Bupa. We will continue to innovate and develop products and services to meet the changing needs of our customers, with a focus on making healthcare more affordable and accessible. We will remain disciplined with our finances, particularly given ongoing trading conditions in the UK, Spain and Australia. Overall, I believe we are well positioned to drive growth and financial returns over the next year, reaching millions more people in fulfilment of our purpose: longer, healthier, happier lives.

Stuart Fletcher
Chief Executive Officer
Australia and New Zealand

Dean Holden

MD of Australia and New Zealand Market Unit

We have significantly expanded our healthcare provision capability in Australia, with the launch of Bupa Medical Visa Services and Bupa GP Clinics, supporting our purpose of longer, healthier, happier lives.

We have also delivered growth in existing businesses and invested in the expansion of our care home footprint in Australia and New Zealand, increasing the number of people with a direct customer relationship with Bupa.

PERFORMANCE

In Australia we have Bupa Health Insurance, a leading health insurance provider and Bupa Health Services, our healthcare provision business, including dental, optical, medical visa, chronic disease management and GP services. We are also the largest privately-owned aged care provider in Australia and New Zealand, caring for 35,000 people.

In 2014, Australia and New Zealand performed strongly as we focused on integrating recent acquisitions, launching our new Bupa Medical Visa Services business and delivering an industry-leading customer experience.

We delivered growth in revenue (at CER), customers and underlying profit, despite the increasingly competitive market and challenging political, economic and regulatory environment in Australia. Revenue and customer growth were supported by the full year contribution of Dental Corporation, acquired in 2013 and the launch of Bupa Medical Visa Services, as well as the performance of our Care Services businesses which opened five new care homes throughout the year.

Underlying profit was positively impacted by our 2013 acquisitions, as well as a good performance by our health insurance business and aged care businesses. Profit also benefited from a change in regulation, which enabled us to reassess the amount of money held as a risk margin against the provision for claims.

The integration of our 2013 acquisitions is progressing well. We began promoting Bupa Dental Corporation’s clinics as ‘part of Bupa’ and increased the number of Bupa Dental Corporation practices that are part of our health insurance customer network to over 110.

New care homes acquired as part of our 2013 purchase of Innovative Care are making a significant contribution to the performance of the Australian aged care business, with all key performance metrics ahead of expectations. We have entered into an agreement for the development and operation of six new care homes, consolidating our position as Australia’s largest privately-owned aged care provider. We also opened aged care homes in Runaway Bay (Queensland) and Templestowe (Victoria).

In New Zealand, we completed the purchase of the Cargill Aged Care facility in Invercargill. The new home adds 40 beds and a retirement village to our portfolio, reinforcing our position as the largest provider of aged care beds in New Zealand. The New Zealand business was also well supported by the opening of the Ballarat Village and care home in Rangiora, which opened with strong village sales.

In October, we began operating GP services in Australia for the first time (see the case study opposite).

In 2014, we committed around £4.2m to carbon reduction projects across Australia and New Zealand. All of our Australian care homes – more than 60 in total – now use solar energy, and have become the largest rooftop solar panel system in Australia. The solar project alone will reduce CO₂ emissions by c. 2,000 tonnes per annum.
HEALTHCARE PARTNER TO MILLIONS MORE PEOPLE

We continue to lead the development of the health insurance sector with our ‘Pay for Quality’ initiative to improve quality and deliver better value for customers. Our partnership with Healthscope Hospitals is working to shift the focus in health insurance from cost to value-for-money, helping to drive quality improvement by creating a funding platform that rewards better healthcare outcomes in clinical quality and safety. During 2014, we also agreed new contracts with a number of hospital networks, assisting improved claims management, while delivering value and quality for customers.

Bupa Health Insurance has embarked on a major transformational agenda by stepping up efforts to retain customers, improving processes to proactively approach customers and providing enhanced training so we can resolve customer concerns the first time they call. We are simplifying all interactions with customers, including our claims processing, and are focused on differentiating ourselves in the market through the quality and breadth of our service.

By partnering with the public sector, we can help millions more people with their health and wellbeing and the launch of Bupa Medical Visa Services (see page 6) is an example of how this can work in practice. In Australia, we are also the primary service provider for the Coordinated Veterans’ Care programme, a contract with the Department of Veterans’ Affairs, which was extended in 2014 for a further two years.

Bupa’s Integrated Healthcare Program continues to represent a significant innovation for the aged care sector. By integrating medical care into our homes through the recruitment of GPs we have refocused the roles of all our care givers to deliver better clinical management. For our residents, this means greater continuity of care and better access to personalised services, improving health outcomes and quality of life. At the end of 2014, 22 care homes in Australia were operating under this new model.

A PLACE WHERE OUR PEOPLE LOVE TO WORK

We aim to have an extraordinary culture and organisation, with people healthier because they work at Bupa and with our people making a positive impact on the environment and the health of their communities.

Our annual Global People Survey in Australia and New Zealand showed an increase in employee engagement (up 1% to 76%). Following the rollout of our company-wide leadership programme, ‘Bupa Leaders Are’, we achieved a leadership index score of 75%, showing the high level of connection and affinity between our people and our leaders.

For more information on employee engagement and our leadership index, see page 7.

80% of our people in Australia participated in at least one employee wellbeing activity in 2014.

OUTLOOK

We expect the economic, political and regulatory environment in Australia and New Zealand to remain stable and anticipate challenges around affordability and consumer sentiment in Australia will continue in 2015. Despite this, we expect to continue to grow our customers, revenue and profit over the course of the year. Greater public and private collaboration will assist in tackling the challenge of rising healthcare expenditure and we believe the Government’s appetite for collaboration with the private sector continues to improve in both Australia and New Zealand.

GP services in Australia

In October, we offered GP services in Australia for the first time through our newly established Bupa Medical business. Currently, GP services are available at a flagship Bupa clinic in Sydney’s Central Business District, with plans to open five more clinics across the broader metropolitan area in 2015, increasing their convenience and accessibility.

The move into general practice is driven by our commitment to improving patient health through greater collective coordination. Our priority will be supporting our doctors to develop strong relationships with their patients and other caregivers, with the aim of helping people better navigate the health system and enhance the overall quality of care.

To find out more, visit bupa.com.au

We will provide health checks to 275,000 people applying for visas each year.

2014 REVIEW
2014 was the second year of growth in the UK, despite tough trading conditions, as our focus on improving operational efficiency, innovating to meet the changing healthcare needs of our customers, and making healthcare more affordable and accessible both yielded results in the year and created momentum for 2015.

In the UK we have five business units. Bupa Health Funding provides health insurance and health funding products. We care for around 39,700 people in 280 care homes, and our health clinics business runs wellness centres, clinics, occupational health services and dental clinics. Bupa Cromwell Hospital, Bupa’s acute care hospital based in London, provides care for insured, self-pay and international patients and we also provide out-of-hospital healthcare services through Bupa Home Healthcare.

绩效

We delivered good growth in revenue, customers and underlying profit in the UK, despite challenging market conditions. Revenue growth benefited from the opening of 13 new dental centres, the full-year contribution of Richmond Care Villages, acquired in 2013, and new Bupa Home Healthcare contracts won in 2013.

Customer growth was mainly driven by the expansion of our dental clinics and Bupa Cromwell Hospital, which saw good growth in patient numbers, particularly from overseas. In Bupa Health Funding, we saw customer growth in our SME business and early signs of growth in our corporate business. This was offset by continued tough market conditions in the individual health insurance sector, as experienced across the whole industry.

For the second consecutive year, we delivered profit growth, supported by our focus on improving operational efficiency. Profitability was also positively impacted by growth in our clinics business, Bupa Home Healthcare and Bupa Cromwell Hospital. Growth in Care Services due to the impact of the full year contribution of Richmond Care Villages, was partly offset by higher care home running costs and continued pressure on care homes’ fee rates from local authorities.

We saved more than £1.5m in energy costs as a part of our drive to reduce our carbon footprint. In 2014 we invested over £13.2m in low carbon technologies. We have more Combined Heat and Power units (CHPs) in our portfolio than any other company in the UK and have installed over 24,000 LED fittings as well as many solar panels. Together, these are projected to avoid the emission of over 5,000 tonnes of CO2 and have already saved over £1m in energy spend compared to 2013.

健康伙伴

We are focused on meeting the changing healthcare needs and concerns of our customers and society. We are developing innovative products and services and campaigning to make healthcare more affordable and accessible to deliver better value for money.

In 2014, Bupa Health Funding corporate customers experienced some of the lowest premium increases on record. Because of our success in healthcare cost containment we were able to reduce or hold premiums level for over half of our renewing corporate customers.
We provide all our people with Business Fit, as part of our commitment to helping them feel healthier through working at Bupa. Business Fit offers early intervention services to speed up access to diagnosis and treatment and physiotherapy for muscle, bone and joint conditions. It also provides fast, direct self-referral for mental health conditions and access to Bupa Anytime Healthline for round-the-clock medical advice from a nurse or GP.

Changing the face of healthcare

We remain committed to meeting our customers’ changing needs and making quality healthcare more affordable and accessible. During 2014, we have continued campaigning to reform the sector and drive greater transparency for patients on the cost and quality of private healthcare, as well as better value for money. As part of this we continue our ongoing drive to reduce healthcare costs, including those charged by hospitals, for the benefit of customers. We signed a groundbreaking long-term agreement with Spire Healthcare, which we believe will help to address the affordability of private healthcare. Going forward, we will be looking to work with other hospital providers in a similar way.

OUTLOOK

Our focus in 2015 is on growth through making private healthcare more accessible and affordable for more people in the UK. We will do this by focusing on operational efficiency, leading sector reform to deliver better value and innovating to meet changing customer needs. We will launch a three year investment programme to address some of the UK’s toughest healthcare challenges. This will include investing in our Care Services business, with a focus on dementia care and developing our care villages and intermediate care; the development of new products, services and online tools to respond to our customers’ changing needs and engage people in their health and wellbeing and funding projects to reduce our carbon footprint, as we recognise that good health and the environment are interdependent. We will also continue to progress towards our ambition of owning and operating 75 dental centres by the end of 2015.

We will work with the Government and other key parties to clarify and prepare for the implementation of the Care Act to ensure it results in improved care outcomes for residents. In 2015 we will launch The Bupa UK Foundation. This will be a company limited by guarantee and a charity registered with the Charity Commission. The Bupa UK Foundation will be entirely funded by Bupa UK, and will provide funding for practical projects and initiatives which aim to tackle critical challenges in health and social care, and improve people’s health and wellbeing.

“A our focus in 2015 is on growth through making private healthcare more accessible and affordable for people in the UK.”
Inaki Ereno
MD of Spain and Latin America
Domestic Market Unit

Spain and Latin America delivered a resilient performance in 2014, despite tough economic conditions in Spain. We focused on operational efficiency and innovating to respond to customer needs, as well as integrating Cruz Blanca Salud, now Bupa Chile.

Revenue
£1,842.5m
35% AER 42% CER

Underlying profit
£130.6m
3% AER 9% CER

Customers
4.9m
104%

Employees
17,300
94%

Spain and Latin America Domestic Market Unit provides health funding and healthcare provision services. Sanitas Seguros provides health insurance services in Spain and Sanitas Hospitales and New Services operates four private hospitals, private medical clinics and health and wellbeing services. We also run two public-private partnerships (PPPs) in Spain. Sanitas Dental provides dental insurance services, and Sanitas Residencial cares for around 4,700 people in 40 care homes. We acquired Cruz Blanca Salud, now known as Bupa Chile, in February 2014 – a leading health insurer and provider in Chile with three hospitals and 29 medical clinics. It recently expanded into Peru.

PERFORMANCE

Economic conditions in Spain remain challenging but we have delivered growth in revenue, customers and underlying profit.

Revenue grew with a significant contribution from Bupa Chile, supported by strong growth in Sanitas Dental which benefited from new dental centres opened during the year, and good growth in Sanitas Residencial. Customer growth was also positively impacted by Bupa Chile, Sanitas Dental, and Sanitas Hospitales and New Services, although this was partially offset by challenging conditions in the Spanish health insurance market.

We grew underlying profit by 9% at CER, benefiting from the contribution of Bupa Chile, as well as a strong performance by Sanitas Residencial. However, profit was impacted by low growth rates in private health insurance, a trend seen across the sector.

The integration of Bupa Chile is progressing as planned and the business is performing ahead of expectations. During the final quarter of 2014, we began to migrate parts of the business to the Bupa brand, commencing with the hospitals business.

In Spain, we acquired the Virgen del Mar hospital in Madrid in September. We are now fully integrating Virgen del Mar into the business.

We have invested over £3.4m in projects that will improve the energy efficiency of our facilities, particularly our hospitals, ensuring we make a positive impact on the environment. This year, our hospitals joined the Global Green and Healthy Hospitals Network, sharing best practice and promoting environmentally friendly healthcare.

HEALTHCARE PARTNER
TO MILLIONS MORE PEOPLE

We are working hard to make healthcare more affordable and accessible for our customers. In Spain we have reviewed our product portfolio to help reduce the cost of our co-payment health insurance products, which require contributions from our customers at the point of treatment.

In the current economic climate, this move has been well received with strong sales of co-payment products.

We are also looking closely at our own costs, and have made our sales channels more efficient by signing new

2.4m
customers in Chile.
Transforming perceptions of disability

We were delighted to receive a Telefónica Ability Award for the commitment and leadership of the Spain and Latin America executive team to people with disabilities. The award recognised our dedication to developing products and services for people with disabilities, adapting our network of hospitals and medical centres, and our knowledge in sports medicine for Paralympic athletes.

The judges praised our efforts to promote the wider employment of people with disabilities outside of Bupa, for example through our purchase agreements with Grupo ONCE, Spain’s national organisation for blind and visually impaired people.

For more information, read Iñaki Ereño’s blog about the award: bupa.com/abilityaward

Iñaki Ereño, MD of Spain and Latin America Domestic, with Her Majesty Queen Letizia of Spain at the Telefónica Ability Award ceremony.

distribution agreements with leading insurance brokers to boost productivity and renewing our co-insurance partnership with BBVA, Spain’s second largest bank. This partnership provides Sanitas with a major distribution channel to reach potential new customers, through BBVA’s 3,400 retail offices in Spain.

We continue to invest in developing market leading products, services and facilities for our customers as a key point of differentiation. We opened 25 new dental centres across Spain, bringing our total number of dental clinics to 173 and further openings are planned for 2015. In our Spanish health insurance business, we focused on strengthening sales channels for independent dental insurance products and now have over 91,000 members. In particular, we saw a significant increase in sales made in dental centres.

In our hospitals and PPPs we are investing in services and focusing on quality to attract patients to our facilities. In our CIMA hospital in Barcelona, we opened a new Obstetrics Unit, including a neonatal intensive care unit. Our PPP hospitals in Manises and Torrejón have also added new services, including a new radiotherapy unit in Torrejón. Both PPPs continue to attract patients from outside their catchment areas, which is testament to the quality of service patients receive in our hospitals. As a result of our sustained focus on quality, our Torrejón hospital was named the number one hospital in Spain

for digestive system surgery and management in the IASIST¹¹ hospital index, in the large general hospital category. Our Manises hospital was also awarded a prize in the hospital management category.

In Sanitas Residencial, our care services business, we have developed a day care service to respond to the needs of customers – and their families – for more flexible care options. This service, which has been rolled out to 15 care homes, is increasing our customer reach as part of our strategy of creating ‘care hubs’ in the communities in which we operate.

A PLACE WHERE OUR PEOPLE LOVE TO WORK

We are committed to helping our people to be healthier because they work for Bupa. Our ‘Smile’ programme is focused on providing employees with health and wellbeing support for themselves and their families, including nutritional advice, online personal training plans, smoking cessation guidance and stress management workshops.

In 2014, 2,685 employees participated in the programme, with independent research by Universidad Europea showing that their health indicators improved within six months of enrolment, while productivity also increased by 43.3%. Due to the success of the programme for our own people, Sanitas has now developed ‘Smile’ as a new product offering for corporate customers.

In our annual Global People Survey, we maintained excellent levels of employee engagement (81%) and achieved a leadership index score of 73%.

For more information on employee engagement and our leadership index, see page 7.

OUTLOOK

We will continue to focus on the integration of Bupa Chile, driving operational efficiency, developing products and services to respond to our customers’ needs and exploring entry into further markets in Latin America where we see strong growth potential. In our Spanish health insurance business we expect tough trading conditions to persist in 2015. We will continue to manage medical costs carefully to ensure that our products are affordable and we deliver sustainable growth. We expect an improved performance from our hospitals, PPPs and New Services as established facilities grow and new facilities become fully operational, particularly the CIMA and Virgen del Mar hospitals.

2,685 employees participated in Sanitas Smile in 2014.
International Development Markets

IDM performed strongly, growing revenue, customers and underlying profit. We have focused on delivering our strategy of growing and developing our existing markets, while exploring opportunities to enter new territories where we see potential to deliver strong growth and increase standards of healthcare for millions more people.

**MD of International Development Markets**

David Fletcher

International Development Markets (IDM) consists of domestic health insurance businesses in Hong Kong, Thailand, India and Saudi Arabia, as well as a representative office in China; LUX MED, the largest private healthcare business in Poland; and Quality HealthCare, the largest private clinic network in Hong Kong.

**PERFORMANCE**

In 2014, IDM delivered strong growth in revenue, customers and underlying profit. Growth in revenue has been driven by the full year contribution of our LUX MED and Quality HealthCare acquisitions made in 2013, supported by strong sales in Thailand and Hong Kong. Revenues from our Bupa Arabia associate and our Max Bupa joint venture are not included in our revenue figures. This growth was partly offset by the sale of the US operations of Health Dialog to Rite Aid in March.

We have seen strong customer growth, particularly from our 2013 acquisitions, as well as Bupa Arabia and Max Bupa. Bupa Arabia has seen significant corporate wins including a contract to provide health insurance to Saudi Basic Industries Corporation, Bupa’s largest ever corporate win in terms of customers. Our micro health insurance initiatives in India and Ghana have also contributed positively to customer growth.

Our significant rise in underlying profit was largely due to the strong performance of Bupa Arabia, the impact of earnings from our 2013 acquisitions, and the divestment of the US operations of Health Dialog.

This year, a key area of focus has been developing LUX MED’s integrated healthcare funding and provision offering, as we believe the integrated model brings better oversight of the patient journey and makes healthcare more affordable and accessible. We are investing in the development of the business, completing several local acquisitions during the year and launching a new specialist dental centre in Wroclaw, one of Poland’s biggest cities. In Hong Kong, we are embedding the Quality HealthCare clinic business into the organisation and in August opened a new premium medical centre.

Max Bupa has completed a new project to install solar panels at its head office in Delhi. The panels will generate around 50MWh of electricity annually and save approximately 50 tonnes of CO₂ each year. We are investing in low energy projects in our locations all across the globe including in Poland where two of LUX MED’s largest clinics will undergo a retrofit programme to increase energy efficiency within their properties.

**HEALTHCARE PARTNER TO MILLIONS MORE PEOPLE**

In April, together with our Bupa Global Market Unit, we significantly increased our reach to millions more people in Hong Kong, when we launched a 10-year distribution partnership with Hang Seng Bank to reach their three million customers, further strengthening our market position in Hong Kong.

In India, Max Bupa launched bancassurance partnerships with Deutsche Bank, Standard Chartered, Ratnakar Bank and Federal Bank, significantly increasing our distribution network in the market and enabling us to access up to 14m potential new customers.

During 2014, Bupa Arabia and LUX MED both developed high profile sporting partnerships providing a platform to extend the reach and impact of our brand beyond our customers and to engage more...
We are focused on developing new products and services that answer our customers’ needs. In July, Max Bupa launched an enhanced version of its popular Heartbeat Health Insurance plan to respond to India’s strong family focus. The enhanced product offers individuals the opportunity to insure many members and generations of their family on one policy.

A PLACE WHERE OUR PEOPLE LOVE TO WORK

Our annual Global People Survey in IDM showed a significant increase in employee engagement (up 17% to 75%) and following the roll out of our company-wide leadership programme, ‘Bupa Leaders Are’, we achieved an overall leadership index score of 77% (see page 7 for more information about our leadership index).

As a healthcare leader, the continuous learning and development of our medical personnel is a focus area and in 2014 over 1,400 doctors and nurses took part in LUX MED’s ‘Academy’ medical training lectures on family medicine, surgery, lifesaving and midwifery.

Following investment in employee wellbeing initiatives, we saw a significant increase in GPS scores with our people saying they are healthier because they work at Bupa (up 54% to 60%). In Bupa Arabia, we introduced a business-wide initiative to increase employee fitness levels, reduce body fat and increase muscle mass through tailored fitness and nutritional programmes.

OUTLOOK

Building on the momentum of 2014, our focus is on consolidating and growing existing markets and exploring opportunities to enter emerging territories where we see strong, sustainable growth potential with significant opportunities to increase standards of healthcare for millions more people. We are confident in the long-term economic outlook in all of IDM’s markets. We anticipate Bupa Arabia will continue to demonstrate strong growth and we will continue the integration of our 2013 acquisitions, LUX MED and Quality HealthCare.

Bupa Arabia partnership with Al-Hilal FC

Bupa Arabia formed a strategic partnership with Saudi Arabia’s largest football club, Al-Hilal FC. We provide health insurance and healthcare services to players and their families and consulting and technical support for the ongoing improvement of the club’s medical facilities.

Bupa Arabia will also send players and members of Al-Hilal’s medical team to Bupa’s High Performance Centre in Spain, to participate in innovative programmes that improve players’ performance and stamina. In Spain, we have had a similar, long-standing partnership with Real Madrid Football Club since 2008.

3m
people will be offered a new range of health insurance products we have developed in partnership with Hang Seng Bank.

1,400
doctors and nurses took part in the LUX MED Academy’s medical training lectures.
Robert Lang
MD of Bupa Global Market Unit

2014 was a year in which we began the transformation of our Bupa Global Market Unit, as we regionalised our operations to better serve our customers, delivered operational efficiencies, focused on strategic partnerships and developed new tiered products in key markets to provide access to high quality healthcare anytime, anywhere.

The Bupa Global Market Unit provides products and services worldwide to people who want access to premium healthcare at home or as they study, live, travel or work abroad. Bupa Global provides international health insurance, travel insurance and medical assistance to individuals, small businesses and global corporate customers all around the world.

Bupa Global is comprised of three operating units: Bupa Global Latin America, the largest provider of international health insurance in the Latin America region; Bupa Global North America, responsible for Bupa’s significant (49%) investment in Highway to Health, Inc. in the US and the strategic global partnership with the Blue Cross and Blue Shield* (BCBS) system, the largest US-based health insurance group; and Bupa Global Business Unit, which oversees Bupa Global’s new regional operations in Greater China and the Middle East, as well as retaining responsibility for the remaining regions of Africa, South East Asia and Europe.

PERFORMANCE

This year, Bupa Global has seen an increase in revenue, supported by several major corporate account wins. Customer numbers also increased with growth in all segments, a significant contribution by Highway to Health, Inc., and continued growth in key markets such as the United Arab Emirates and Hong Kong, combined with a year-on-year improvement in individual customer retention rates16. Underlying profit decreased due to higher claims costs on certain large corporate accounts. We reviewed, re-priced and in some cases decided to discontinue these accounts, while strengthening our claims provision.

Profitability was also impacted by our investment in transformation. This transformation will enable our continued move to a regional operating model, bringing our resources closer to our customers. We are streamlining our business to integrate previously separate Bupa businesses into a single Market Unit, delivering operational efficiencies, removing duplication and reducing the number of managerial layers.

To support our integration, in July, we completed our global brand migration from legacy trading names to our new trading name, Bupa Global, which is now used in all customer communications. Our new name better reflects our customer base and our products and services, and enables a more consistent customer experience globally.

We are also ensuring our customer service, sales and marketing capabilities are closer to our customers. To better serve our customers in their own language, culture and time zone, we continued to regionalise our operations in 2014.

HEALTHCARE PARTNER TO MILLIONS MORE PEOPLE

We will engage millions more people with their health and wellbeing through our strategic partnerships. In 2014, we began a global partnership with the Blue Cross Blue Shield Association, an association of 37 independent local Blue Cross and Blue Shield Plans which collectively constitutes the largest US-based health insurance group. As a result of the partnership, our customers in all but a few countries worldwide will benefit by accessing the Blue Cross and Blue Shield network of over 5,700 hospitals and 800,000 providers when travelling or working in the US; and Blue Cross and Blue Shield members in

<table>
<thead>
<tr>
<th>Revenue</th>
<th>£958.7m</th>
<th>1% AER</th>
<th>4% CER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underlying profit</td>
<td>£97.9m</td>
<td>14% AER</td>
<td>12% CER</td>
</tr>
<tr>
<td>Customers</td>
<td>2.1m</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td>1,500</td>
<td>-12%</td>
<td></td>
</tr>
</tbody>
</table>

3 new regions established in North America, Greater China and the Middle East to oversee our expansion in these geographies.
Meeting our customers’ needs

In 2014, Bupa Global launched a new range of global health plans that aim to make global healthcare simpler for our customers. The products are tiered by price, cover and service, allowing our customers to choose the right level of cover for their individual healthcare needs. As well as insurance, the products include a number of wellness services to help our customers to maintain their own health.

In December, we launched our first range of tiered products for the UK. We followed with launches in Hong Kong and Mexico shortly afterwards and have developed similar products for a number of our key markets over the course of 2015. Early sales have been encouraging, confirming that these products are the right approach for many of our customers.

To find more about our new products, go to: bupaglobal.com or bupaglobalplans.com

GeoBlue, a product offered to Americans leaving the US to study, work or live abroad, will benefit from an expanded international network.

In partnership with IDM’s domestic health insurance business in Hong Kong, we launched a range of individual and corporate products and services, as a part of our new 10-year distribution agreement with Hang Seng Bank. Services include support for those with, or at risk of developing, a chronic condition, such as heart disease or diabetes, helping to address Hong Kong’s escalating incidence of chronic disease17. Services are designed to empower people to better understand and manage their condition. Other services include a stand-alone medical concierge service, which provides professional healthcare support and assistance, including a 24/7 health line, and a second expert medical opinion service.

In the UK we launched our first range of tiered products – Bupa Global Select, Premier, Elite and Ultimate Health Plans. These products allow customers to tailor their level of cover to their healthcare needs and expectations, with similar propositions to be rolled out in a number of our priority markets in 2015.

A PLACE WHERE OUR PEOPLE LOVE TO WORK

We aim to have an extraordinary culture and organisation, with people healthier because they work at Bupa and with our people making a positive impact in their communities.

Our annual Global People Survey showed an overall decrease in employee engagement (down 14% to 63%). This is the result of an average decrease across the entire Bupa Global Market Unit as we launched our change programme, but we saw some strong areas of performance including a score of 87% for Bupa Global Latin America, ranking it above other peer organisations of similar sizes.

Through our change programme, we maintained our focus on employee engagement with a series of internal events and communication campaigns to help our people grow their understanding of our strategy and engage in how their functions and roles are contributing to our success. Following the roll out of our company-wide leadership programme, ‘Bupa Leaders Are’, we achieved a leadership index score of 68%.

We also created opportunities for our people to have a positive impact in their communities. For example, in September, we held our first ‘Wellbeing in my Community Day’ for Brighton-based employees in partnership with MIND, a UK mental health charity. In October, our Miami-based employees participated in a number of events for Cancer Awareness Week.

Bupa Global Latin America has moved to a new office in Miami that has been designed to support an extraordinary working culture. Our plumbing uses 30% less water than conventional fixtures, meaning we will conserve approximately 300,000 gallons of fresh water each year. The office’s lighting is around 35% more efficient than conventional designs and we used LED lighting technology, daylight, and occupancy sensors to reduce our electricity usage. This is part of delivering on Bupa’s commitment to a 20% reduction in carbon emissions by 2015.

OUTLOOK

In 2015, the transformation of Bupa Global will continue. We will maintain our focus on our regionalisation strategy, in particular on building our new regions – Bupa Global North America, Bupa Global Greater China, and Bupa Global Middle East.

We will launch tiered products in a number of priority markets, including Hong Kong and Mexico, to offer customers greater choice and access to quality healthcare. The integration of our global provider network will continue to give customers access to leading hospitals and healthcare professionals wherever they are in the world, as it has done in the past. Lastly, sustained collaboration with other parts of Bupa will ensure that we all benefit from our joint scale and expertise.
Our Board

COMMITTEE KEY
A Audit Committee
M Medical Advisory Panel
N Nomination & Governance Committee
Re Remuneration Committee
Ri Risk Committee

Lord Leitch, Chairman
Non-Executive Chairman

 Joined the Board in May 2005; appointed Chairman in November 2006. Lord Leitch is currently Chairman of Intrinsic Financial Services, Chairman of FNZ (UK), Non-Executive Director of Old Mutual Wealth, and member of the House of Lords. Previously Deputy Chairman of Lloyds Banking Group plc, Chairman of Scottish Widows plc, Senior Independent Director at United Business Media plc, Chairman and Chief Executive of Zurich Financial Services UK, Ireland, South Africa and Asia Pacific, and Chairman of the Association of British Insurers. Lord Leitch has a deep and broad knowledge of insurance and financial services gained over 45 years as a senior executive in a number of major international businesses.

Stuart Fletcher, Chief Executive Officer
Executive Director

 Appointed CEO in March 2012. Stuart joined from Diageo where, most recently, he was President, Diageo International. Other senior management positions at Diageo include Global Finance Director of Guinness. Previously, he held financial roles at Procter & Gamble and United Glass. Stuart has over 25 years' experience in senior management and a strong international track record having lived and worked in Japan, USA and Hong Kong. He is accomplished in setting and executing growth strategies, developing strategic partnerships, embedding employee engagement, and leader and team capability development across complex and international businesses.

George Mitchell, CBE
Senior Independent Director

 Joined the Board in May 2007; appointed Senior Independent Director from May 2013. George is currently Chairman of The Malcolm Group and Non-Executive Director of Intrinsic Financial Services. Previously he was an Executive Director of HBOS plc and the former Governor of the Bank of Scotland plc. George has worked in financial services for over 40 years and brings an in-depth knowledge of capital management and banking, including financial discipline and control, to the Board.

Evelyn Bourke, Chief Financial Officer
Executive Director

 Appointed CFO in September 2012. Evelyn joined from Friends Life where she was Chief Executive Officer of its Heritage division. Previously at Friends Provident, she was the Executive Director responsible for strategy, capital and risk and, before that, Chief Financial Officer. A qualified actuary, Evelyn is also a Non-Executive Director of the IFG Group in Ireland. Evelyn has a strong track record and extensive experience in financial services, risk and capital management, and mergers and acquisitions.
Rita Clifton, CBE
Independent Non-Executive Director
Joined the Board in July 2010. Formerly Chief Executive and then Chairman of Interbrand UK, Rita is currently on the Board of Nationwide Building Society and ASOS Plc and is Chairman of Populus, the opinion pollster, and of BrandCap. Before this, she was Vice Chairman and Strategy Director at Saatchi & Saatchi. Previous board appointments have included Judge Business School in Cambridge and EMAP plc. She also served on the Sustainable Development Commission, is a Fellow of WWF-UK and a visiting Professor of Henley Business School. Rita is an expert in brand management, marketing, strategy and sustainability.

Martin Houston
Independent Non-Executive Director
Joined the Board in January 2014. Martin is Chairman of TPH International and Parralax Energy and is a Non-Executive Director of CC Energy Development. Previously he was Chief Operating Officer and Executive Director of BG Group plc from 2011 to 2013 where he was responsible for the operational performance of BG Group’s assets, the energy marketing business, as well as group wide business development. He gained extensive international experience at BG Group from a wide variety of technical, commercial and management roles. He is a Fellow of the Geological Society of London, a Companion of the Institution of Gas Engineers and Managers and a former Non-Executive Director of Severn Trent plc.

Lawrence Churchill, CBE
Independent Non-Executive Director
Joined the Board in July 2009. Lawrence is Chairman of the Board of the Financial Services Compensation Scheme, Chairman of Applegate Marketplace Limited, Chairman of the Independent Governance Committee of Prudential Assurance Company and a Trustee of Prudential Corporate Trustee Limited. Previously Chairman of the NEST Corporation and the Pension Protection Fund, a member of the Board for Actuarial Standards, Chief Executive of Zurich Financial Services UK, Executive Chairman of UNUM and CEO of NatWest Life and Investments. Lawrence brings considerable expertise from operating in large, complex organisations and has extensive knowledge of financial services, risk management, general management and public policy.

Martin Houston
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Professor Sir John Tooke
Independent Non-Executive Director
Joined the Board in July 2009. A consultant physician, Sir John is President of the Academy of Medical Sciences and holds a number of positions at University College London (UCL), including Vice-Provost (Health), Head of the School of Life and Medical Sciences, and Academic Director of the academic health science system, UCL Partners. He is currently Non-Executive Director of UCL Hospitals NHS Foundation Trust. Sir John brings his medical expertise, gained over 40 years, to advise the Board on clinical governance and advances in healthcare practices and treatments.

Rita Clifton, CBE
Independent Non-Executive Director
Joined the Board in July 2010. Formerly Chief Executive and then Chairman of Interbrand UK, Rita is currently on the Board of Nationwide Building Society and ASOS Plc and is Chairman of Populus, the opinion pollster, and of BrandCap. Before this, she was Vice Chairman and Strategy Director at Saatchi & Saatchi. Previous board appointments have included Judge Business School in Cambridge and EMAP plc. She also served on the Sustainable Development Commission, is a Fellow of WWF-UK and a visiting Professor of Henley Business School. Rita is an expert in brand management, marketing, strategy and sustainability.

John Lorimer
Independent Non-Executive Director
Joined the Board in July 2011. John is currently a Non-Executive Director of Aberdeen New Dawn Investment Trust plc and was formerly a Non-Executive Director of International Personal Finance plc. Of his extensive commercial career of over three decades, 22 years were spent in financial services, including time with Standard Chartered and Citigroup. He has considerable experience working in Asia and Australasia. John brings expertise in governance and oversight, regulation, risk management and financial services.

Julian Sanders
Company Secretary
Appointed as Company Secretary in July 2014. Julian was formerly Deputy Company Secretary, having joined Bupa in 1988. Prior to joining Bupa he was a Supervisor in the Business Services Group at Coopers & Lybrand (now PwC).
Our Executive Team

Stuart Fletcher  
Chief Executive Officer  
Stuart was appointed as CEO in March 2012. He has extensive experience of leading complex international organisations. Stuart was previously President, Diageo International between 2004-2011 and held various senior management roles with Diageo as well as financial roles with Procter & Gamble.

Evelyn Bourke  
Chief Financial Officer  
Evelyn was appointed as CFO in September 2012. Evelyn is a qualified actuary with an MBA from London Business School with significant experience in financial services, including at Standard Life, Friends Provident/Life plc, Chase de Vere Investments plc (an IFA) and Tillinghast-Towers Perrin.

David Fletcher  
Managing Director, International Development Markets (IDM)  
David joined as Chief Internal Auditor in March 2014 and has been Managing Director of IDM since September 2014. David has extensive international financial services experience, having held various senior positions in Nigeria, China, Hong Kong, Singapore, Indonesia and London.

Robert Lang  
Managing Director, Bupa Global  
Robert joined Bupa in February 2013. Robert holds an MBA from London Business School and Economics and Arts (Hons) degrees from Monash University. Robert has extensive international experience in the insurance sector spanning Australia, Europe and Asia.

Paul Newton  
Chief Legal Officer  
Paul joined Bupa as a legal adviser in 1987. He became Bupa’s General Counsel in 2005 and joined the Executive Team in 2013. Paul leads the legal functions globally for Bupa. Paul is a qualified solicitor.

Alex Cole  
Director of Corporate Affairs  
Alex joined Bupa in July 2014. She has over 20 years’ experience across communications and public affairs and was Corporate Affairs Director at J Sainsbury plc and Cadbury plc.
Iñaki Ereño
Managing Director, Spain and Latin America Domestic (SLA)

Iñaki joined Sanitas in 2005 and has been Managing Director for SLA since October 2012. Iñaki formerly held senior positions at Acerinox, the Telefónica Group and Carrefour as well as founding an online start-up. He has a Degree in Law and an MBA from IESE.

Elisa Nardi
Chief People Officer

Elisa joined Bupa on 1 February 2015 and takes up the role from Joy Linton, our Interim Chief People Officer, on 1 May 2015. Elisa’s broad international business experience includes being Chief People & Services Officer at Virgin Media and HR executive at Lloyds Bank and Marconi. She ran a consulting business for seven years.

Garry Fingland
Chief Information Officer

Garry joined Bupa in September 2014. Garry has extensive experience in IT transformation on a global basis having held a number of senior IT leadership roles at both Serco and Diageo. He is a Chartered Accountant and holds an MBA from Strathclyde Business School.

Richard Bowden
Managing Director, United Kingdom

Richard has 30 years’ experience in the health sector, having previously served as Managing Director for Bupa Australia for 15 years, under the ownership of Bupa for 10 years and 5 years with AXA Asia Pacific. Richard was also Chairman and President of Private Healthcare Australia.

Paul Zollinger-Read
Chief Medical Officer

Paul became Chief Medical Officer of Bupa in July 2012. Paul has led a distinguished medical career within the UK’s National Health Service, both as a GP and latterly as CEO of a number of Primary Care Trusts. Paul has previously been the Medical and Primary Care Advisor at the King’s Fund.

Theresa Heggie
Chief Marketing and Strategy Officer

Theresa was appointed in June 2013. She has over 25 years’ experience in the pharmaceutical and biotech industry, including Shire Human Genetic Therapies, Janssen Pharmaceuticals (part of Johnson & Johnson), Ohmeda Pharmaceutical Products (part of BOC) and Baxter. She has a BSc from Cornell University.

Dean Holden
Managing Director, Australia and New Zealand

Dean has been at Bupa for over 25 years, during which time he has overseen operations in Australia, Spain, Hong Kong, Saudi Arabia, Latin America and Thailand. He has also led Bupa’s development into new markets including China and India. Dean is a Chartered Certified Accountant.

Richard Bowden
Managing Director, United Kingdom

Richard has 30 years’ experience in the health sector, having previously served as Managing Director for Bupa Australia for 15 years, under the ownership of Bupa for 10 years and 5 years with AXA Asia Pacific. Richard was also Chairman and President of Private Healthcare Australia.

Paul Zollinger-Read
Chief Medical Officer

Paul became Chief Medical Officer of Bupa in July 2012. Paul has led a distinguished medical career within the UK’s National Health Service, both as a GP and latterly as CEO of a number of Primary Care Trusts. Paul has previously been the Medical and Primary Care Advisor at the King’s Fund.

Theresa Heggie
Chief Marketing and Strategy Officer

Theresa was appointed in June 2013. She has over 25 years’ experience in the pharmaceutical and biotech industry, including Shire Human Genetic Therapies, Janssen Pharmaceuticals (part of Johnson & Johnson), Ohmeda Pharmaceutical Products (part of BOC) and Baxter. She has a BSc from Cornell University.

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Managing Director, Australia and New Zealand

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1 Our health engagement indicator measures the number of times we have engaged people in their health and wellbeing over the year. See page 7.
2 Actual Exchange Rates.
3 Constant Exchange Rates.
4 To derive underlying profit, profit before taxation is adjusted for amortisation and impairment of intangible assets arising on business combinations, impairment of goodwill, net property revaluation gains or losses, realised and unrealised foreign exchange gains and losses, gains or losses on return seeking assets, profits or losses on the sale of businesses and fixed assets, restructuring costs and transaction costs on acquisitions and disposals.
5 Our target to reduce absolute carbon emissions by 20% by the end of 2015 is based on a 2009 baseline and is reported in line with the Greenhouse Gas Protocol Standard.
6 The people love working at Bupa metrics come from measures in our Global People Survey, completed by 83% of our people in 2014.
7 We introduced our leadership index in 2014 so we do not have comparable data from previous years.
8 2013 has been restated to include all points of engagement on health in line with those measured in 2014. 2012 has not been restated as not all points of engagement were measured in that year.
9 Our target to reduce absolute carbon emissions by 20% by the end of 2015 is based on a 2009 baseline and is reported in line with the Greenhouse Gas Protocol Standard. 2012 and 2013 data has been restated to include acquisitions, disposals and certified green electricity purchase.
10 We introduced our leadership index in 2014 so we do not have comparable data from previous years.
11 Businesses acquired in 2013 and 2014, most notably Innovative Care, LUX MED, Dental Corporation, Quality HealthCare and Cruz Blanca Salud.
12 Adjusted for the impact on our net financial expense for the cost of additional borrowings used to finance acquisitions.
13 Source: ICEA, the institute for statistics and studies of the insurance sector in Spain, a part of UNESPA, the Spanish trade association for insurance companies.
14 IASIST provides management information on the clinical and economic performance of healthcare providers in Spain. It has the largest, most detailed and up-to-date clinical databases in Spain.
15 While revenues from our associate and joint venture are excluded from our reported figures, customer numbers and the appropriate share of profit from these businesses are included in our reported numbers.
16 While revenue from our associate is excluded from our reported figures, customer numbers and the appropriate share of profit from this business are included in our reported numbers.
Our cover photo features Occupational Therapist, Ereshini Bhoola, at work in one of Bupa’s 15 hospitals around the world. Our occupational therapists help people with mental, physical or social disabilities to independently carry out everyday tasks. In this picture, Ereshini demonstrates using a cooking basket to boil vegetables safely, promoting independence in the kitchen.