

BUPA 2010 ANNUAL RESULTS SNAPSHOT

WORLDWIDE



Bupa is an international healthcare group with significant operations in Europe, North America and Asia Pacific.

Bupa's purpose is to help people lead longer, healthier, happier lives. We do this by providing a broad range of healthcare services, support and advice to people.

A leading international healthcare group, we offer personal and company health insurance, run hospitals and care homes for older people, and provide workplace health services, health assessments and chronic disease management services, including health coaching, and home healthcare.

With no shareholders, we invest our profits to provide more and better healthcare.

We have over 11 million customers in more than 190 countries and employ nearly 52,000 people around the world.

We are a prudently run organisation with a strong balance sheet and a low-risk cash and investments portfolio.

We are committed to making quality, affordable, patient-centred healthcare more accessible in the areas of wellness, chronic disease management and ageing.

OUR DIVISIONS

Europe and North America

Bupa's Europe and North America division incorporates:

- **Bupa Health and Wellbeing UK**, which offers a portfolio of services including health insurance, health assessments and health at work services;

- **Health Dialog**, based in Boston, which provides healthcare analytics and decision support services to around 18 million people in the US and a growing number of customers in Australia, Spain and France;
- **Sanitas**, Spain's leading healthcare brand offers health insurance, hospitals, clinics and health services. Sanitas also works with the public sector and operates the Hospital de Manises in Valencia, providing acute and primary care services to people in the region, through an innovative public-private partnership with the Valencian Regional Government;
- **The Bupa Cromwell Hospital**, a leading 128-bed London hospital caring mainly for health insurance, self-pay and international customers.

International Markets

Bupa's International Markets division incorporates:

- **Bupa Australia**, a leading health insurer in Australia. The business serves customers through the long established MBF, HBA and Mutual Community brands. As well as its core health insurance offering, Bupa Australia provides travel, home and car insurance;
- **Bupa International**, a leading international expatriate health insurer with customers in over 190 countries;
- **Bupa Latin America**, based in Miami, which provides international health insurance for customers in Latin America and the Caribbean;
- Our wholly-owned businesses in **Hong Kong** and **Thailand** and our minority stakes in **Bupa Arabia** and **Max Bupa** in India.

Care Services

Bupa's Care Services division incorporates:

- **Bupa Care Services UK**, providing aged care in 305 care homes across the UK;
- **Bupa Care Services Australia**, providing aged care in 47 care homes;
- **Bupa Care Services New Zealand**, which runs 44 care homes, including 16 retirement villages and provides telecare services via a personal medical alarm network;
- **Sanitas Residencial**, providing aged care in 41 care homes in Spain;
- In addition, **Bupa Home Healthcare** is a leading UK provider of specialist healthcare services to patients in their homes or in local communities.



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In 2010, Bupa delivered another year of good underlying growth, despite mixed economic conditions in some of our markets.

£7,576m

Group Revenues: Full Year 2010

Europe and North America

£2,999.5m

Revenue: Full Year 2010

39%

Contribution to Group Revenues

£116.7m

Surplus: Full Year 2010

£464.9m

Group Underlying Surplus Before Tax: Full Year 2010

International Markets

£3,394.0m

Revenue: Full Year 2010

45%

Contribution to Group Revenues

£208.9m

Surplus: Full Year 2010

11.2m

Group Customers at Full Year 2010

Care Services

£1,182.9m

Revenue: Full Year 2010

16%

Contribution to Group Revenues

£139.7m

Surplus: Full Year 2010

Outlook: In 2011, with continued growth in Asia Pacific and Latin America, we anticipate further strong momentum for our businesses in these markets. In Australia, in particular, our newly merged business is in an excellent position to develop an increasingly differentiated proposition for customers.

In Europe and the US, high unemployment levels are likely to continue to impact our health insurance related businesses in the near term. In this environment, we will maintain our focus on operational efficiency and customer retention, while continuing to develop compelling new products and services that respond to our customers' changing healthcare needs and that allow them to exercise choice and control in healthcare.

In Care Services, we anticipate Australia and New Zealand will continue to perform

well. In the UK, while demographic trends support good long-term growth, we expect pressure on public spending on aged care to continue to constrain performance in the short-term. We will therefore maintain our focus on occupancy and controlling costs, while continuing to invest in the development of our care homes portfolio, with a focus on dementia care.

Across the Group, the long-term drivers of growth remain strong. The global trends of advances in medical technology, the increasing incidence of chronic disease, the rise of ageing populations and changing consumer expectations about healthcare will drive demand for our products and services. We are well positioned to take advantage of these trends given our international scale, trusted brands, excellent market positions and strong balance sheet.

FIND OUT MORE:

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