

PARTNER WITH ONE OF AUSTRALIA'S

FASTEST GROWING DAY HOSPITAL GROUPS



MONTSERRAT
—DAY HOSPITALS—

BUYING | BUILDING | SUPPORTING

Montserrat is focused on creating an experience for each of our patients' that surpasses just the need for Surgery, Procedures or Treatment.

National Standards, licensing, staffing, health funds are all big issues for independent Day Hospital operators. Whilst the future of Healthcare in Australia is bright, independent Hospital operators are finding it harder and harder to maintain a positive outlook. Montserrat is listening.

- Ben Korst CEO



A STORY OF GROWTH AND INNOVATION



Montserrat Day Hospitals was founded in 1996 by my father in law Dr Peter Stephenson. Peter was one of the early movers in the Day Hospital space.

Having established a Day Hospital in 1985, Peter went on to become the President of the Australian Day Hospital Association for 5 years and was instrumental in today's iteration of the Day Hospitals Australia.

In 2015, after almost 20 years of running the business, Peter retired, and reluctantly handed over the reins to me. My plan in joining the business in 2010 was to broaden the scope of the business, from an almost pure Endoscopy business to a multi-disciplinary Surgical, Procedural and Medical Oncology.

In the past 5 years, we have grown at more than 25% per annum, and are on track to exceed this growth over the next 5 years.

Our growth strategy involves acquiring high quality operating assets, Brownfield developments and very selective Greenfield developments. We have a strict, disciplined criteria for both acquisition and new builds, but have the capacity to buy at any price, and the ability to see value in older facilities that might need capital or upgrades.

As CEO of Montserrat I report to the Advisory Board, chaired by a major shareholder, and consisting of 6 members, of which 4 are non-executive. The Governance committees of Montserrat such as Medical Advisory and Credentialing Committee all report to the Board via myself, and in certain states we also have state based advisory committees to ensure we stay well informed and close to the action.

Our vision is to build a wide network of the highest quality facilities, working closely with Doctors, Patients and all stakeholders to deliver exceptional outcomes for each and every person who is involved with our brand.

To achieve this vision, Montserrat is flexible in its approach to establishing new facilities, and is open to partnerships and new opportunities that further its strategic goal of being the Premium Day Hospital provider of choice across Australia.

If you are building a new facility to work alongside your busy practice, looking to partner with us to benefit from our established operations departments, or whether you are looking for an exit plan, I'd like to hear from you.

Ben Korst
CEO, Montserrate Day Hospitals

MONTSERRAT BUSINESS UNITS

Montserrat operates various business units to ensure we are large enough to provide the internal support we need, but not so large that we lose the personal touch. Our services include:

DAY HOSPITALS

Montserrat Hospitals cater for a variety of Specialist Surgeons, including Plastic, Oral, ENT, Ophthalmology, General, Gynaecology and various other Procedural Specialists such as Gastroenterologists and IVF.

Once included in our group, individual Day Hospitals operate from one Global Governance and Policy Framework, with bespoke procedural documentation on a site by site basis, under the Montserrat Super brand.

SPECIALIST SUPPORT AND CLINICS

An integrated platform for Doctors and Patients provides the most seamless hospital experience possible. Montserrat is engaged to provide back office services to our Specialists. Montserrat also offers Joint Venture arrangements with Specialists where we provide a suite of front end marketing and booking services, and the Surgeons subsequently undertake the resulting activity at our facilities - an arrangement that answers the need of today's solution focused patients.

CANCER SERVICES

Being a large provider of Endoscopy services, Montserrat has seen the addition of Medical Oncology and Haematology services to be a natural extension to our business. In time, this integration of our services from diagnostic through to treatment regime will provide patients with the full Montserrat experience.



MONTSERRAT BY NUMBERS



20
YEARS IN
BUSINESS

269
CREDENTIALLED
SPECIALISTS

CENTRAL
SUPPORT
HEAD
OFFICE

25,000+
MANAGED
EPISODES
EACH YEAR

40+
MANAGED
SPECIALISTS

25%+
GROWTH EACH
YEAR OVER THE
PAST 5 YEARS

150+
EMPLOYEES

100%
QUALITY
COMPLIANCE
RECORD

GOAL:
50
HOSPITALS
BY
2022

MONTSERRAT CENTRAL SUPPORT GROUP

Montserrat has built a competent central Management Team and structure to provide a support network to the ever increasing compliance and regulations around health care. Some aspects of this system are:

- Central CFO and Finance Team function, with scalable offshore processing of non-patient related creditors
- Central Director of Clinical Services, providing remote and on-site support to Business and Clinical Managers
- Central negotiations of Health Fund arrangements
- Central negotiations of group Insurance Policies;
- Group Quality Manager and Cloud based intranet;
- Central IT Manager and support
- Central Practice Management and Marketing support
- Central Call centre for Endoscopy booking enquiries, patient call back services and GP Hotlines



The best group of medical professionals I've come across. Everyone is so warm and welcoming. From the receptionists at the front desk to the medical team and Roxie who makes sure we're well fed while having our treatments.

Anthea Desaubin, August 24, 2016

JOINING THE MONTSERRAT GROUP

A healthy investment backed by passionate professionals and proven partnerships.

For both Surgeons and Day Hospital owners, a partnership with or divestment to Montserrat delivers value because:

- We have an honest approach to assessing new opportunities and acting quickly on them;
- We are professional, but not impersonal;
- We are flexible and straightforward;
- We are innovative and can capitalise on both Hospital, Clinic and Real Property arrangements;
- We have an established Quality and Governance Framework that is scalable
- We are open to discussing joint venture arrangements; and
- Although focused, we are not solely driven by profit.

All of our Day Hospitals possess a unique set of features for our Doctors and Patients.

For example, Patients at North Lakes feel like they are visiting a day spa, while the Sunshine Coast Clinic offers chemotherapy patients sweeping views over 6.5Ha of parkland and the ocean (mixed with yoga). For Specialists, Gaythorne, Bunbury and all sites possess extremely efficient patient flow rates for Surgeons to capitalise on.



ABOVE: North Lakes, Day Hospital waiting room.

TIMING IS EVERYTHING

Montserrat is interested in acquiring high quality facilities and building Greenfield Hospitals in areas of high need, supported by quality Specialists.

Typically, we have acquired facilities from owner doctors or shareholders who have decided to exit from the Day Hospital investment as a method of planning for their retirement. In these circumstances Montserrat can provide a safe and caring set of hands for the future of your patients, colleagues and staff.

We are happy to purchase new equipment, upgrade facilities and work with existing Specialists on their transition to retirement plan. For most specialists who are transitioning into retirement we can assist with this planning and in the recruitment of younger specialists into the facility or practice.

In some instances, Specialist groups have worked with Montserrat where they believe they can use their existing practice activity to underpin the financial success of a new facility, or simply because they are not satisfied with their existing arrangements.



Whatever your circumstance we are more than happy to have an initial chat.

PROJECT PROFILE

Setting a new standard for Private Hospitals.

Westside Private Hospital will provide the Western suburbs of Brisbane a never before seen standard of health care facilities. In line with our vision to provide leading medical services in an environment where patients' feel like guests, Montserrat is working with design firm Mode, and construction company, Evans Long, to create and deliver a truly world class Private Hospital.

The 9 story Westside Private Hospital will feature:

- Overnight Patient Rooms
- 60 - 80 Room 4 Star Hotel
- 200+ Carparks
- Direct Railway Line Access
- Pathology, Medical Oncology, Hematology
- Surgical and Procedural Services
- Radiology
- Conferencing Facilities
- 24 Premium Specialty Suites
- Cafes, retail and much more

For more information and updates, visit: westsideprivate.com.au

 **WESTSIDE**
— PRIVATE HOSPITAL —



MONTSERRAT ADVISORY BOARD



David Brand B Pharm (UQ) MPS

After completing his pre-registration year at the Wesley Pharmacy, David spent 12 months as a locum pharmacy manager, mainly working for the well-known and respected Malouf Group of Pharmacies.

Through his role as operations manager of one of Australia's largest private hospital pharmacy groups David has well developed insight into the Private Health Industry. He has assisted in health fund contract negotiations for nearly 20 years and has a demonstrated track record of project completion best illustrated by the building and licensing of Australia's first 100% Australian owned and operated TGA licensed Chemotherapy Compounding Facility. Through his involvement with the Professionals for Safe Cancer Treatment he has firsthand experience in successfully lobbying the Department of Health and Ageing.



Ross Hayward CPA MAICD

Ross Hayward Ross gained his Accounting Qualifications while working at Ernst & Young. In 2004 Ross joined the family business Premium Funding, his current role is Director. The business has grown

to the largest privately owned insurance premium funding business in Australia. Writing loans to more than 40,000 businesses annually through a network of over 1,000 insurance brokers. The business has diversified to become a full service financial service business incorporating professional fee funding, factoring and business loans. Ross is also co-founder of - 5050 Foundation Australia Ltd - A charity which raises money for children's charities at the Brisbane Broncos home games. In addition to the above, Ross is also heavily involved in numerous other businesses across various industry's. He has served as Director in many of these.



Dr Glen Richards BVSc (Hons)

Glen is the founding Managing Director of Greencross and was a co founder and Director of Mammoth Pet Holdings Pty Ltd prior to the merger with Greencross. He practiced companion animal

medicine and surgery in Brisbane, Townsville and London before commencing practice ownership and establishing Greencross Vets in Townsville in 1994. Glen is a past Director of Lyppard Australia, one of Australia's leading Veterinary wholesalers. He established China's first western veterinary practice (Shanghai PAW) in 2001. He has been a Member of Australian Veterinary Association since 1988, with special interest groups in small animals and practice management.



Shane Kosanic CFO B Com (UQ) CA

Shane is a highly experienced executive with more than 19 years of experience including the past 12 in leading the finance and operation teams both in Australia & Internationally. Shane has significant

technical financial and commercial acumen having direct experience in international and domestic taxation issues, transfer pricing, operations, controls, pricing and costings. Prior to joining Montserrat, Shane worked for 6 years as CFO in a global safety consulting business which delivered its products & services in approximately 25 countries. Previous to this role, Shane was CFO for a large Australian-based software solution organisation which developed & supported mid-level sized businesses.



Ben Korst CEO B Com (UQ)

CEO Montserrat Day Hospitals for the past 6 years. Managing Director of Informa Australia Pty Ltd (division of Informa UK PLC) for 4 years. Financial Controller at BSM Steel in Brisbane for 3 years before

executing a sale of the business to Hills Industries Limited. Remained as General Manager of their private investment vehicles which included large scale industrial property developments. Commenced career with Ernst & Young in Corporate Finance.



Matthew Brand B Com (UQ) BEcon (UQ) ASA

Matthew's professional career commenced with Brisbane mid-tier accounting firm Johnston Rorke (now Pitcher Partners) in 1995. Following stints as a contract accountant in Australia Post, Brisbane City Council and QCT Resources, Matthew joined The Wesley Pharmacy as Business Manager in 2000.

Currently Wesley Group CFO, controlling the finances of 12 pharmacies, a national pharmaceutical and medical consumables wholesaler and various family entities.



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For a list of locations and Montserrat updates **visit montserrat.com.au**