

Sobhi A .Batterjee, President & CEO, Saudi German Hospitals Group

Saudi German Hospitals Group is the largest Healthcare Developer in the Middle East. He graduated in Electrical Engineering from the University of Kansas, USA in 1972 and completed his Masters in Electrical Engineering from University of Colorado, USA in 1973. Engr. Batterjee has attended many educational program related to Management. Engr. Batterjee is associate member of many professional societies both at regional & international levels like WPO (World Presidents Organization), MBA (Minaret Business Association), CEO (Chief Executive Officers), AHWA (Arab Health Water Association), ASHOKA, Saudi German Business Association, Jeddah American Business Club, Egypt's International Economic Forum etc. He is the Chairman of the leading healthcare committees like Chairman of National Health Committee at the National Chambers of Commerce and Industry, Riyadh and Chairman of Jeddah Health Committee at Jeddah Chamber of Commerce apart from he is board member of many companies. Engr. Batterjee is also a board member of Committee at the National Camber of Commerce in Riyadh for Saudi Listed and non-listed Public Companies. Recently Engr. Batterjee received prestigious Mohammad Bin Rashid Al Maktoum Award for Arab Management 2006 in category of 'Best Arab Management Personality' for his contribution to promoting investments in the healthcare sector, honored by his Highness Sheikh Mohammad Bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai. As a passion for continuous education, sharing of knowledge and experiences to the Community at large Engr. Batterjee is a frequent and prolific speaker at the leading events in the Middle East on the topics related to Healthcare Industry, Family Business, Entrepreneurship, Leadership, IT, etc.

Dr. Ioan Cleaton-Jones, Health Specialist, Health and Education Department, IFC. Ioan advises on commercial aspects of IFC healthcare investments. Before joining the IFC, he was a management consultant for more than 6 years, including 3 years with KPMG, which had one of the largest healthcare consulting practices in the world at the time. During this period, he worked on numerous consulting and investment projects in healthcare in Europe, Southern Africa and North America. Prior to that, he practiced medicine for 5 years in South Africa and the United Kingdom. He holds degrees in medicine and science from the University of the Witwatersrand, Johannesburg, South Africa and an MBA from the University of Southampton, UK.

Guy Ellena, Director, Health and Education Department, IFC

Mr. Guy Ellena is the Director of the Health and Education Department of the International Finance Corporation (IFC). He is in charge of a growing portfolio of health and education investments of over \$294 million in more than 30 emerging market countries. Mr. Ellena joined the World Bank in 1986 and occupied successive operational positions as a Health Economist in several regions where he carried out policy work for the World Bank. He joined IFC's Latin America and Caribbean Department as its first Senior Health Specialist in 1998, as part of the Department's new Health Care Unit. Between April 2000 and November 2001, Mr. Ellena was the Technical Manager for the Global Practice Group for Social Sectors (now the Health and Education Department). Before joining the World Bank Group, Mr. Ellena was a researcher and health economics/policy consultant for the French Government's development agencies. He holds a Masters Degree in Economics as well as a PhD in Health Economics from the University of Aix-Marseille.

Laurie Garrett, Senior Fellow for Global Health, Council on Foreign Relations

As a medical and science writer for Newsday, in New York City, Laurie Garrett became the only writer ever to have been awarded all three of the Big "Ps" of journalism: The Peabody, The Polk (twice), and The Pulitzer. Garrett is also the best-selling author of *The Coming Plague: Newly Emerging Diseases in a World Out of Balance* and *Betrayal of Trust: The Collapse of Global Public Health*. In March 2004, Garrett took the position of Senior Fellow for Global Health at the Council on Foreign Relations. She is an expert on global health with a particular focus on newly emerging and re-emerging diseases; public health and their effects on foreign policy and national security. Laurie Garrett is currently the Senior Fellow for Global Health at the Council on Foreign Relations in New York. Garrett is the only writer ever to have been awarded all three of the Big "Ps" of journalism: The Peabody, The Polk and The Pulitzer.

Scott D. Hillstrom, Founder, The HealthStore Foundation, USA and Kenya

Mr. Hillstrom founded the Sustainable Healthcare Enterprise Foundation in 1997 (now called The HealthStore Foundation®). Prior to returning to the U.S. in late 1998, Scott resided in New Zealand for three years while carrying out business activities in New Zealand, the United States, and Europe. He is presently CEO of Guardian Law Group, a U.S. based law and business advisory firm advising businesses and investors. Scott continues to participate actively in various businesses in the fields of healthcare, technology and New Zealand real estate. Previously, he co-founded and served as Managing Director and General Counsel of Rehab One, Inc., a rehabilitation physician network in the United States and spent five years as managing partner of Hillstrom & Bale, Ltd., a commercial law firm in Minneapolis, Minnesota. Scott also served for

approximately ten years as the CEO of Steiger International, an international youth ministry, and has been actively involved with social and humanitarian activities for the past 25 years.

William W. Jarosz, Partner, Cartesian Capital Group

Cartesian Capital Group currently manages approximately \$1billion in equity investments and is the sponsor of Pangaea One, L.P., a global private equity fund. Prior to founding Cartesian, Mr. Jarosz served as Managing Director and General Counsel of AIG Capital Partners and as Managing Director of the AIG-Brunswick Millennium Fund. Prior to joining AIG, Mr. Jarosz practiced corporate law at Debevoise & Plimpton in New York. Mr. Jarosz also served as a consultant to the World Bank on the regulation of Foreign Direct Investment in emerging markets. Mr. Jarosz is a graduate of the University of Montana, and received an MA in Law and Diplomacy from the Fletcher School at Tufts University and a JD from Harvard Law School.

Luiz Kaufmann, President and CEO, Medial Saúde

Mr Kaufmann took up this post in April 2006. He joined Medial, as its first independent Board Member in 2001. He is the former Managing Partner of L.Kaufmann Consultores, an investment bank boutique, and a former partner at GP Investimentos, the main Brazilian private equity management company. Previously Mr. Kaufmann was President and CEO of Aracruz Celulose the largest Brazilian forestry products and pulp company, Executive Vice President of Petropar S.A., a holding company active in Petrochemicals and Plastics Transformation, CEO of the Multiplic Financial Group and Managing Director of Arthur D. Little do Brasil. He is a Board Member of GOL (airlines) and VIVO (telecommunications) and was previously a Board Member of several companies in Brazil and abroad. He is also a former President of the International Food and Agribusiness Management (IAMA), former Chairman of the Board of CEAPE - a NGO dedicated to provide credit to micro entrepreneurs, former President of the Brazilian Pulp Association and was a Member of the Egon Zehnder Global Corporate Governance Advisory Board. Mr. Kaufmann holds a Masters degree in Industrial Engineering from the Illinois Institute of Technology and is graduated in Mechanical Engineering from the Federal University of Paraná.

Dr. Bob Kocher, McKinsey Global Institute, McKinsey & Co., USA

Dr. Bob Kocher is an Associate Principal in the Washington, D.C. office of McKinsey & Company. At McKinsey, he has worked extensively with hospitals and health systems around the World including the US, Canada, UK, Middle East, India, Asia and South America to improve clinical quality, operations, patient experience, service line strategy, and financial performance. In addition, he led a major research effort working with the McKinsey Global Institute to understand why healthcare is more costly in the US and develop a framework for guiding health system reform around the World.

Bob received a BS in Zoology and a BA in Political Science from the University of Washington and a MD with honors from The George Washington University, completed a research fellowship with the Howard Hughes Medical Institute and the National Institutes of Health, and residency training at the Beth Israel Deaconess Medical Center and the Harvard Medical School. At Harvard, awarded the 2001 Harvard outstanding clinical teaching award. He is Board certified in Internal Medicine and licensed in Virginia.

Fola Laoye, CEO, Hygeia

Mrs. Laoye holds a Bachelors Degree in Accounting from the University of Lagos, Nigeria and a Masters of Business Administration from Harvard Business School, Cambridge, USA. She is also an Associate Member of the Institute of Chartered Accountants in England & Wales and the Institute of Chartered Accountants of Nigeria. Fola has had fifteen years of business experience, both locally and internationally, having trained with Ernst & Young, Lagos and Price WaterHouse Coopers in London. She is currently the Chief Executive Officer of Hygeia Nigeria Limited, promoters of Hygeia HMO, the foremost health maintenance organization in Nigeria and the Lagoon Hospitals group. While with Hygeia, she has been responsible for the start up and growth of the Hygeia HMO business and the Hygeia Community Health Plan as well as the roll-out of two ultra-modern medical facilities in Lagos. She also lectures part-time at the Lagos Business School (Pan-African University) in the area of Strategy and Business Policy.

Patrick Leahy, Manager, Health and Education Department, IFC

Patrick Leahy is the Manager, New Investments, in International Finance Corporation's Health and Education Department. In this capacity, he manages a team responsible for the evaluation, structuring and negotiation of IFC's investments in the education and healthcare sectors. Since joining IFC, Patrick has also worked as an investment officer in IFC's Information and Communication Technologies Department, primarily on telecommunications projects; and in the Resource Mobilization department, with a focus on loan syndications. Prior to joining IFC, Patrick held a variety of positions in relationship management and debt structuring at Chase Manhattan Bank in New York, Paris, and London. Patrick holds a Master's degree in International Affairs from Columbia University's School of International and Public Affairs and a Bachelor's degree from the University of California, Los Angeles.

Roberta Lipson, CEO, Chindex

Since Ms. Lipson co-founded Chindex in 1981, the company has expanded from its core business of capital medical equipment sales and marketing to healthcare delivery. Ms. Lipson has been the creative force behind the Beijing United Family Hospital and the United Family Hospitals concept. An active leader in the business community in Beijing

for over 25 years, Ms. Lipson currently serves on the Board of Governors of The American Chamber of Commerce in China (Amcham) and is Co-Chair of the Amcham Healthcare Forum. She is an advisor to the Medical Subgroup of the U.S. Department of Commerce-China JCCT Negotiations, is on the Board of Directors of U.S.-China Business Council, and Chairs the Boards of the American Education and Health Foundation and Kehilath Beijing. Ms. Lipson holds an MBA from Columbia University.

Deepak Mendiratta, Managing Director, Health & Insurance Integrated

Mr. Deepak Mendiratta is an insurance professional with expertise in the field of Health Insurance. He specializes in health insurance operations particularly in establishing systems and processes using optimum technology. He is currently the Managing Director of Health & Insurance Integrated (HII), which does outsourcing work for hospitals and also designs, implements and markets health plans. Until recently, Mr. Mendiratta was associated with Max Healthcare Institute Ltd. heading their Health Plans and Health Insurance for their hospitals. In a prior role, he was responsible for establishing and running a third party administrator with pan-India operations in the automobile industry focused on mechanical breakdown insurance. His areas of interest are policy formulation and product development for the private health insurance industry. He has been trained in the UK and holds a Masters degree in Business Administration.

Suneeta Reddy, Executive Director of Finance, Apollo Hospitals Enterprise Limited

Apollo Hospitals Enterprise is one of the leading healthcare organizations in the World with over 8000 beds across 44 locations. She is also on the Board of many organizations in the healthcare, hospitality and telecom sectors and Chairperson for Apollo Sindhoori Capital Investments Limited which is a Stock Broking & Retail outfit with Rs.500cr. volume per day. During her 25 year tenure, Ms. Reddy spearheaded many initiatives in the healthcare, hospitality and is an active member of industry bodies representing the healthcare sector. She is a widely recognized for her contribution to the Indian healthcare industry and has held leadership positions including her current position as the Co-Chairperson of Healthcare Sub Committee - Confederation of Indian Industries (CII) She is currently the Chairperson of Aircel Cellular Limited. Ms. Reddy received her Bachelor of Arts degree in Economics and Marketing. She holds a diploma in Financial Management from the Institute of Financial Management and Research, Chennai and has completed the Owner / President Management Program at Harvard Business School (HBS), Boston, USA.

Hussein Rifai, Managing Director, Injazat Capital

Hussein has a broad and varied 26 year career history; from US multinational corporations to running small operations; from management consultancy to business development and Board direction. Over this period, he had in-depth exposure to a wide range of industry sectors, including technology, communication, entertainment, financial services, pharmaceutical, medical, FMCG and government. He conducted business and

lived in Australia, North America, Europe, Asia Pacific and the Middle East. In 1981 Hussein completed a BSc in Electrical Engineering (computer architecture) from San Jose State University in CA, USA. He earned his MBA in finance and international operations from University of Technology, Sydney Australia by 1994 and completed his post graduate work in Supply Chain Management from Stanford University, CA USA in 1997.

Curtis Schroeder, Group Chief Executive Officer, Bumrungrad

Curtis Schroeder was appointed CEO of Bumrungrad Hospital, Bangkok in 1993 and in 2004 was promoted to Group C.E.O. of Bumrungrad International. He has worked in the field of Hospital Administration since 1973. In his 17 years with the US-based Tenet Healthcare Corporation, he opened and managed three new hospitals in Dhahran, Saudi Arabia, New Orleans and the USC University Hospital in Los Angeles. In late 1996, Mr. Schroeder commissioned the new 554 bed Bumrungrad Hospital. Bumrungrad is widely recognized as Asia's leading provider of high quality affordable health care treating over one million patients per year from over 150 countries and is Asia's first JCIA internationally accredited hospital. Bumrungrad International also owns, manages and provides consulting services for hospitals in Southeast Asia, China and the Middle East. Mr. Schroeder holds a Bachelor of Arts in Administration and a Masters in Health Care Administration from the University of Southern California and has extensive experience in both proprietary hospitals and academic medical center management. Mr. Schroeder is an American citizen.

Dr Jack Shevel, President, Global Healthcare Investments & Solutions, Founder & former CEO, Netcare

Dr Shevel was born in a small town in South Africa and qualified from the University of the Witwatersrand medical school in Johannesburg in 1979 at the age of 22. He is living proof that there are exceptions to the general rule that Doctors are mentally challenged when it comes to business. With no formal financial training and a mere R10 000 he coerced some Doctors to partner with him in a 1 operating room 7 bed day clinic. With no capital he was forced to take over financially compromised hospitals and in December of 1996 against all odds listed Network Healthcare Holdings Limited ("Netcare") on the Johannesburg Stock Exchange with 6 hospitals (4 of which had been in receivership) with a forecast maiden profit. From a market capitalization of circa \$40m, the Group grew under his stewardship to 120 hospitals, numerous other healthcare operations, and is today the largest integrated healthcare organization outside of the USA with a current market capitalization in excess of \$3.5 billion. He has a reputation of being consistent and outspoken in successfully bringing innovation to a sector which traditionally has been averse to change. During his 9 year tenure at Netcare he delivered compound annual growth rates in excess of 30%. He describes himself as a simpleton who is not scared to touch the future.

Analjit Singh, Chairman, Max India Group of Companies

Mr. Analjit Singh is the Co-founder and Chairman of Max India Limited, Chairman of Max New York Life Insurance Company Limited and Chairman & Managing Director of Max Healthcare. He has been the driving force behind the Max Group's sustained growth and success since the mid 80's. Mr. Analjit Singh is a prominent business personality from India and is currently a Member of the Prime Minister's 10 member Joint Indo-US CEOs Forum and Member of the Indo-Italian CEO forum. He is a Director on the Board of Industrial Development Bank of India (IDBI Ltd.), Hutchison Essar and Hero Honda Motors Limited and also on the Governing Board of Bharti Foundation. In addition, Mr. Analjit Singh is Member, Board of Governors of The Doon School and Welham Girls' School, Dehradun, and Executive Board Member of the Board of Governors, Indian School of Business, Hyderabad. Senator Hillary Clinton, on behalf of The Indian American Center for Political Awareness (IACPA), awarded Mr. Singh for his 'outstanding achievement' in presenting the international community with an understanding of a modern and vibrant India. The IACPA has particularly lauded Mr. Singh's efforts in forging several successful Joint Ventures with leading American companies and promoting business ties with the US.

Ron Somers, President, US-India Business Council

Ron Somers is the President of the US-India Business Council, established in 1975, and comprised of more than 250 of the top U.S. companies investing in India. The USIBC serves as the primary link between U.S. and Indian companies, promoting open access, free trade, and the strengthening of commercial relations between the two countries. He serves as the Council's CEO, leading advocacy initiatives on Capitol Hill as well as in New Delhi. Ron also heads the Manhattan India Investment Roundtable in New York, comprised of the top 20 Fortune 500 financial service institutions, banks and insurance companies investing in India. Ron recently served as Unocal Corporation's chief executive in India, developing commercial opportunities in India's emerging energy market. Previously, Ron served as Managing Director for India on behalf of Cogentrix Energy, tasked with setting up a 1000 MW electric power project in the Indian state of Karnataka. A seasoned India-hand having spent 11 years resident in India, Ron has served on the Board of Directors of Hindustan Oil Exploration Company (HOEC), India's first private sector oil exploration company, as well as on the Board of the United States Educational Foundation in India, which oversees the country's Fulbright Scholarship endowment. Ron holds a Masters of Arts degree, where he studied at Lincoln College, Oxford University, and an Honors degree from Middlebury College in Vermont.