



3rd edition

INVESTORS DAY ALLIAR



alliar médicos à frente
sistema de diagnósticos de saúde



Fernando Terni

CEO

Overview Alliar

Unique Business Model, Fully Integrated and Scalable

Focus on Imaging



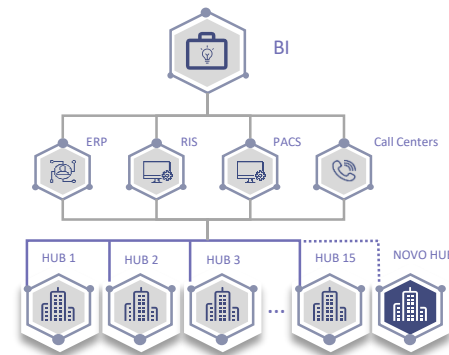
86% of Revenue

Leading Regional Brands



National presence
42 cities / 10 states

Integrated IT and Operations Platform



Unique technology and operations platform for **all Alliar brands**

Medical Quality and Innovation



Alliar's Evolution in 3 Cycles

From M&As to Digital Transformation

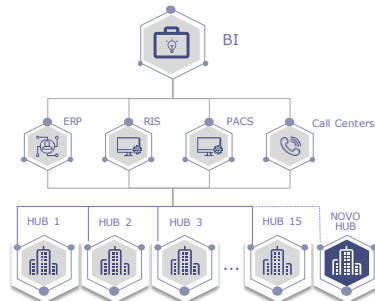
1st Cycle: 2011 a 2013

Establishing the Right Bases

Focus on M&As



Medical Quality



Unique Platform

2nd Cycle: 2014 a 2017

Acceleration of Investments

TRANSFORMATIONAL M&As



3 Brands
~55% of Alliar

RBD – 1st PPP in Diagnostic Medicine of Brazil

~ 10% of Alliar



11 Public Hospitals in Bahia

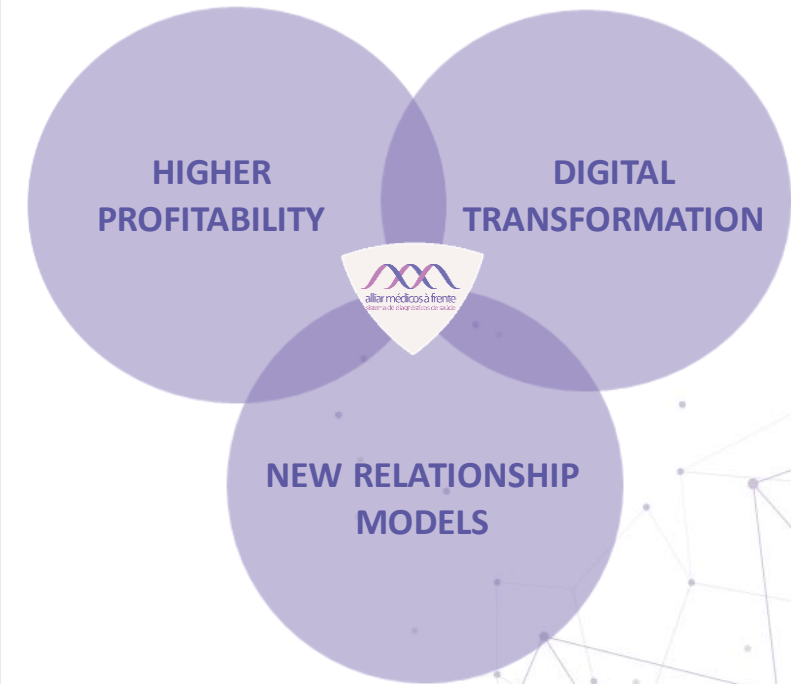


Investments in Mega-Units



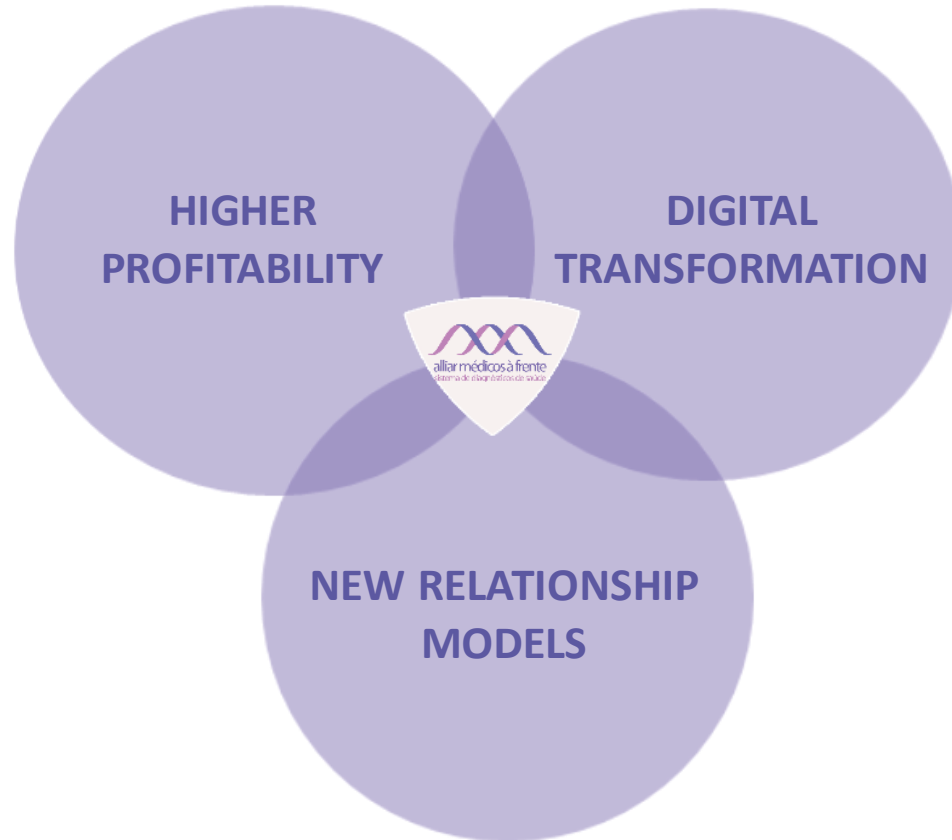
3rd Cycle: 2018 ~ 2020

Growth and Productivity through Technology and Innovation



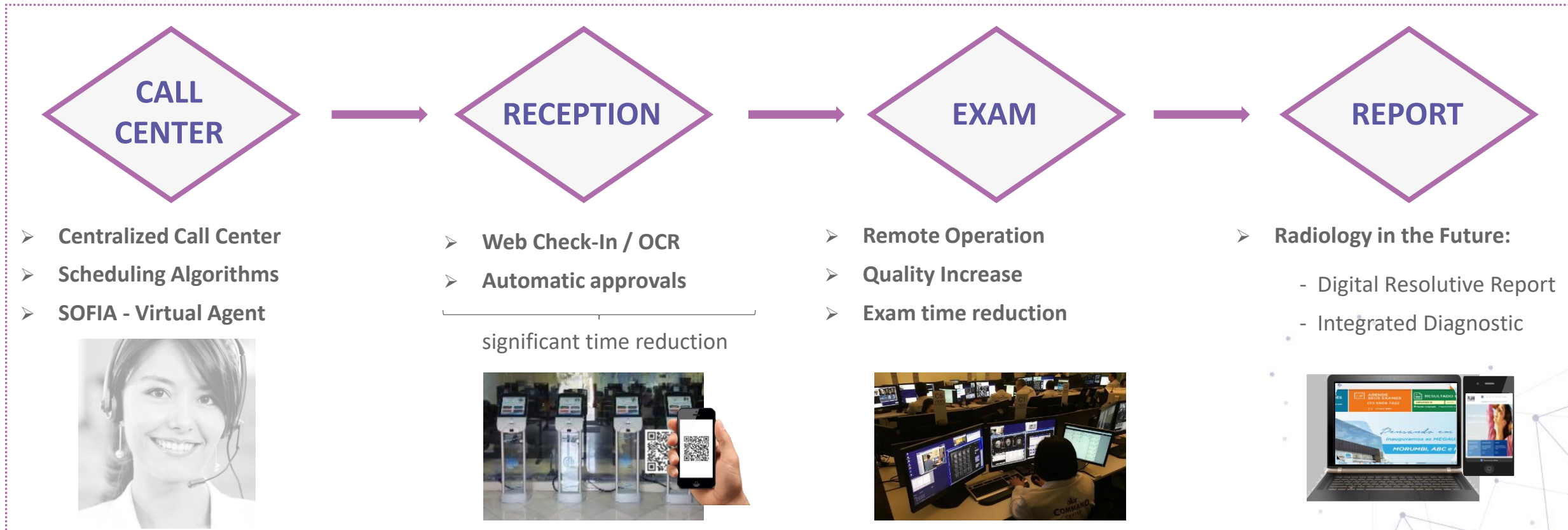
Evolution in the Business Model

Growth and Productivity in the Existing Operations



Digital Transformation

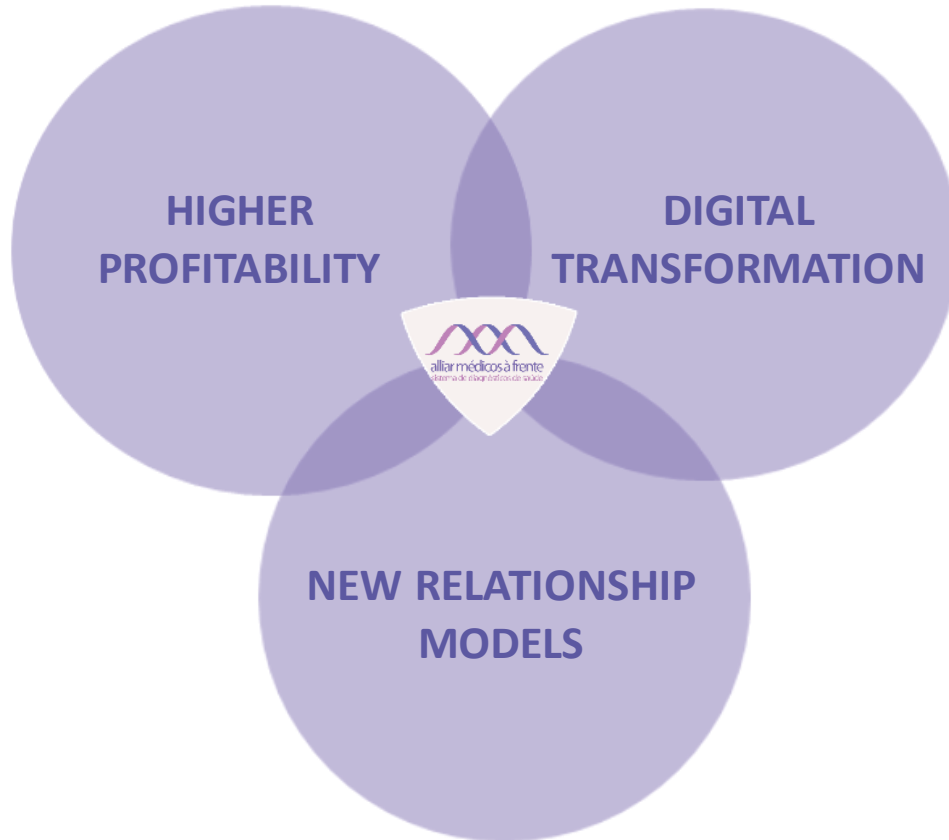
Significant Cost Reductions and a Better Patient Experience – Traditional Model



Real Time Management and Monitoring of the Patient Journey

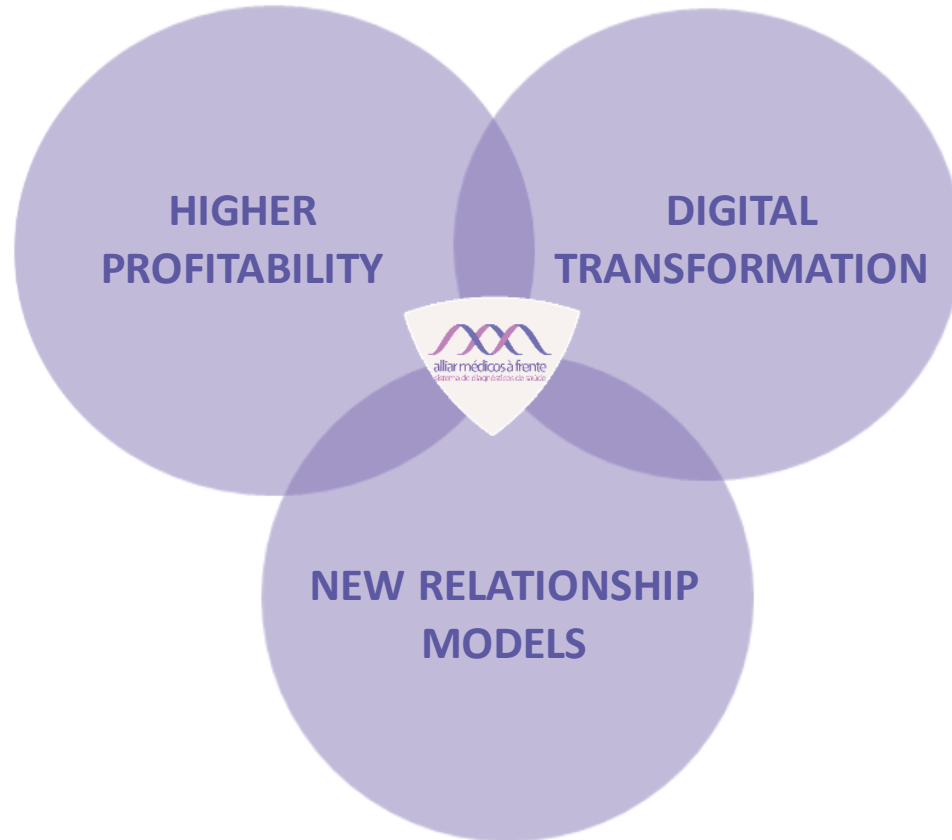
Evolution in the Business Model

Growth and Productivity in the Existing Operations



Revolution in the Business Model

New business model based on Digital Transformation



iDr.

Inteligência Diagnóstica Remota

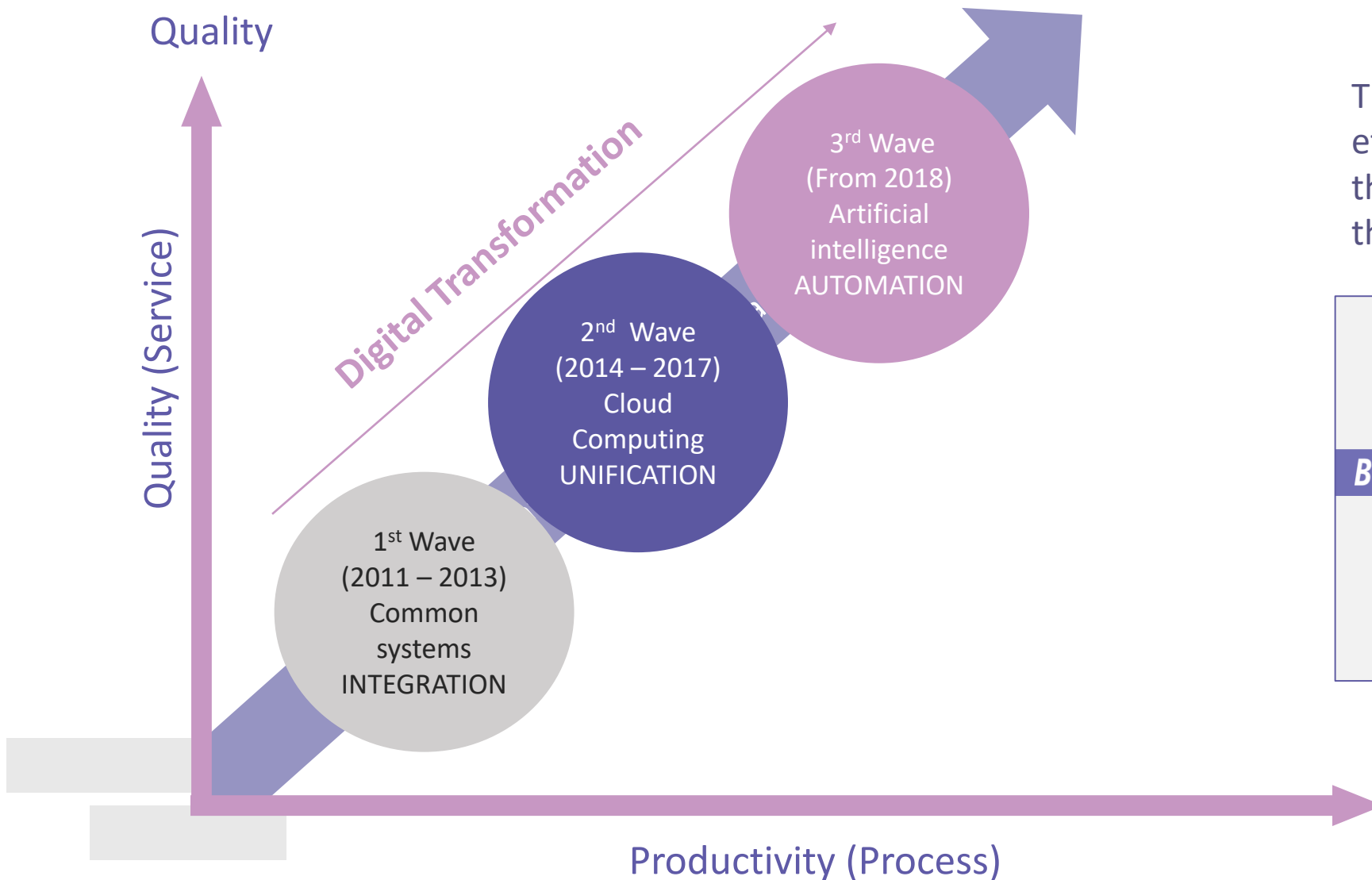


Eduardo Margara

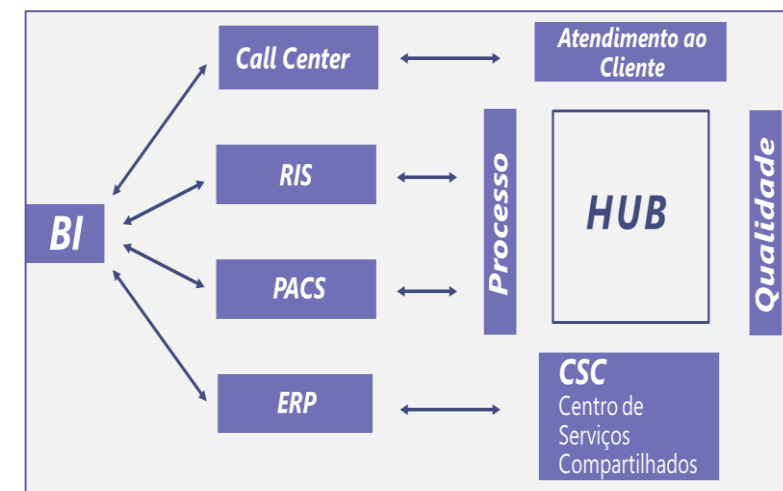
Operations Management

Digital Transformation

Integrated Platform of Technology evolves in 3 waves



The improvement of quality with efficiency gains are made possible through the technological platform that evolves in 3 waves.



Digital Transformation

Our customer has common expectations across different services

Customer Value

Humanization



CUSTOMIZATION

The experience must be your way



PRESTATIVITY

No lines, on time exams.



SIMPLICITY

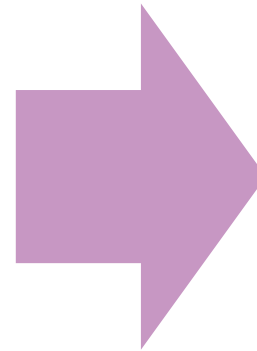
Transparency

The patient who enters our units today has a new relationship with several types of service providers, raising the level of innovation necessary to effectively generate value to the customer

Digital Transformation

New Service Models -> Revolution in Customer Experience

BEFORE



TODAY



FASTER INNOVATION

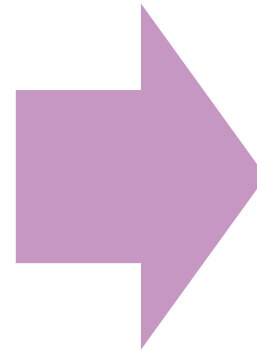
...

INCREASES EXPECTATIONS

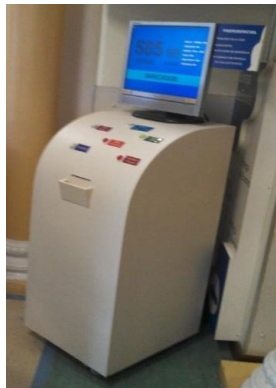
Digital Transformation

The Revolution in Customer Experience has already started in Alliar

BEFORE



TODAY



Digital Transformation on the Patient's Journey

Sofia follows the Patient's Journey from end to end



Digital Transformation on the Patient's Journey

Scheduling through multiple channels, supported by AI and algorithms that maximize occupation and profitability of the exam slots

Centralized Contact Center

Multiple Channels

Scheduling

Cost Efficiency and Productivity

Barra Funda (São Paulo-SP)



Ura visual

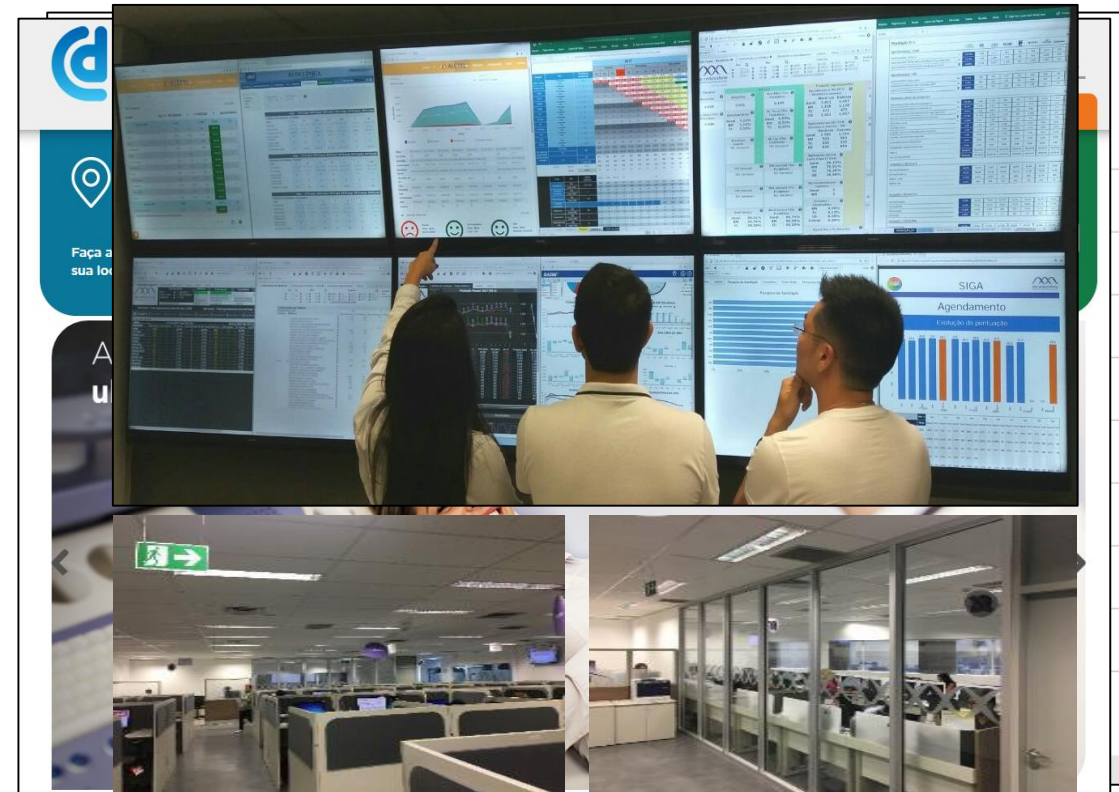


Call center

Auto scheduling (on line)

Chat

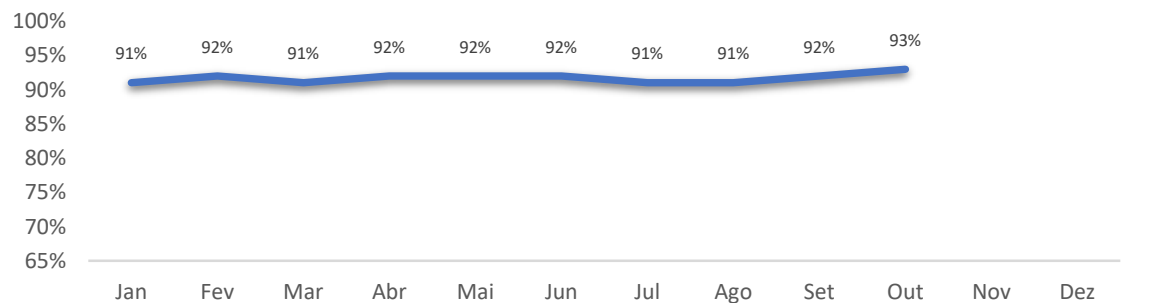
In Person



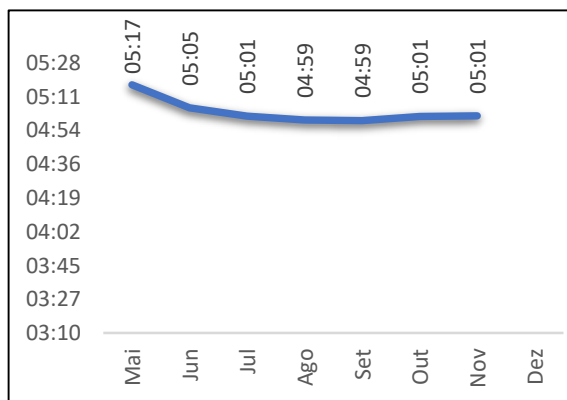
Digital Transformation on the Patient's Journey

Scheduling: total operations control and productivity gains

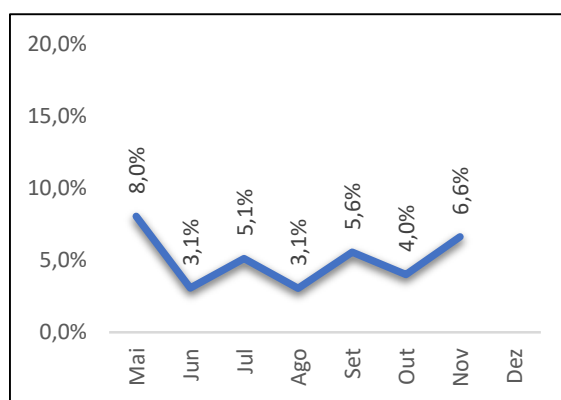
On line patient experience management



Customer satisfaction



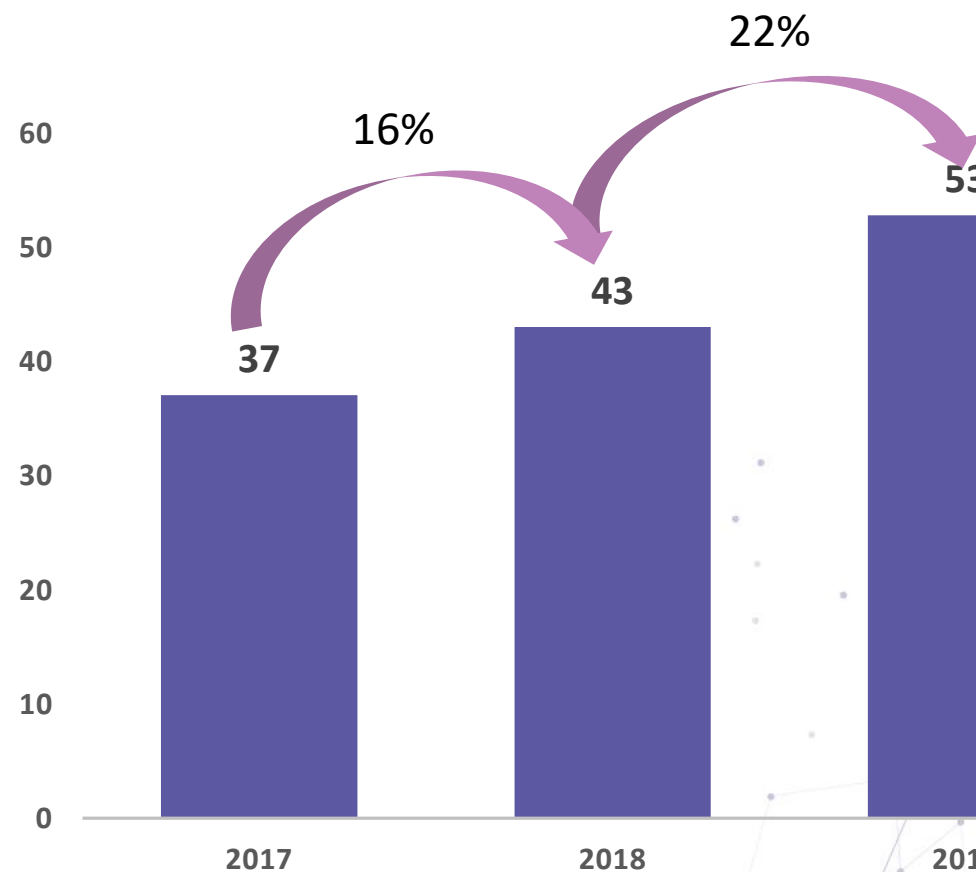
Average Service Time



Abandon rate

Productivity Gains

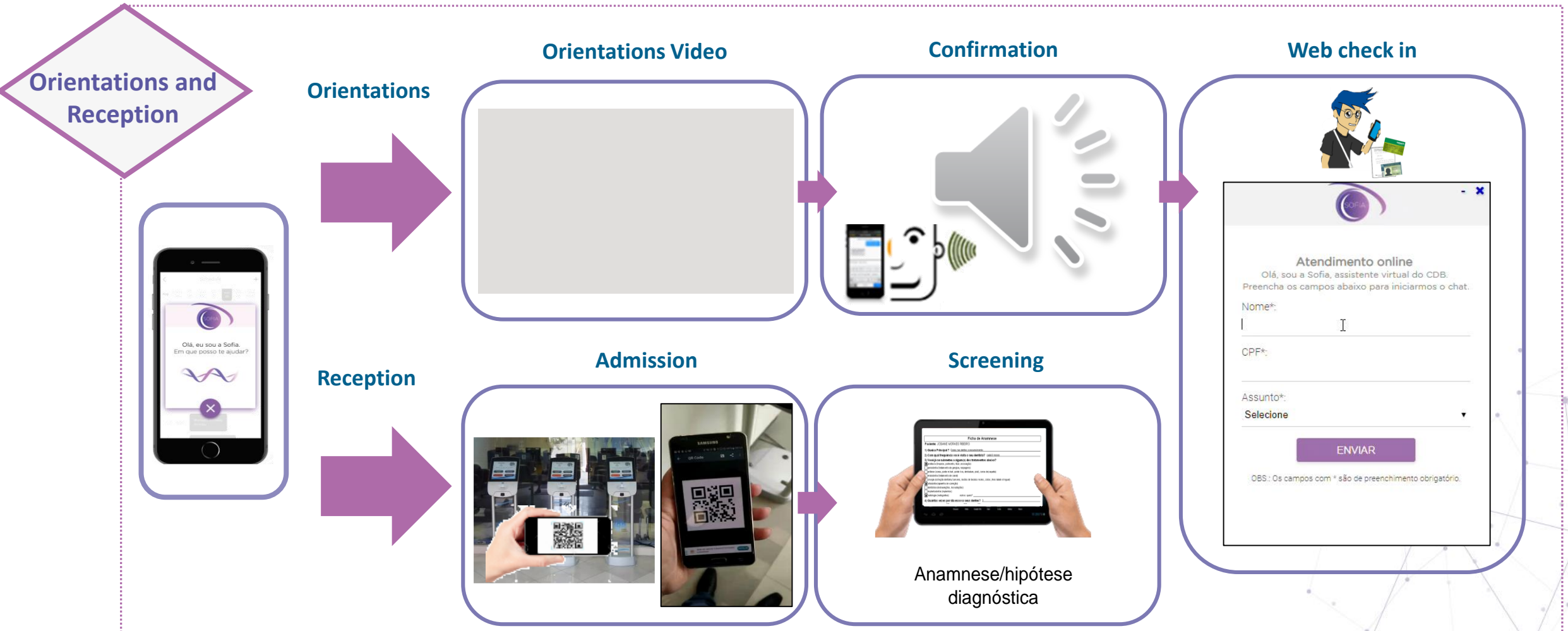
Services per employee per day



Digital Transformation on the Patient's Journey

Segmented reception, fast and easy for the patient

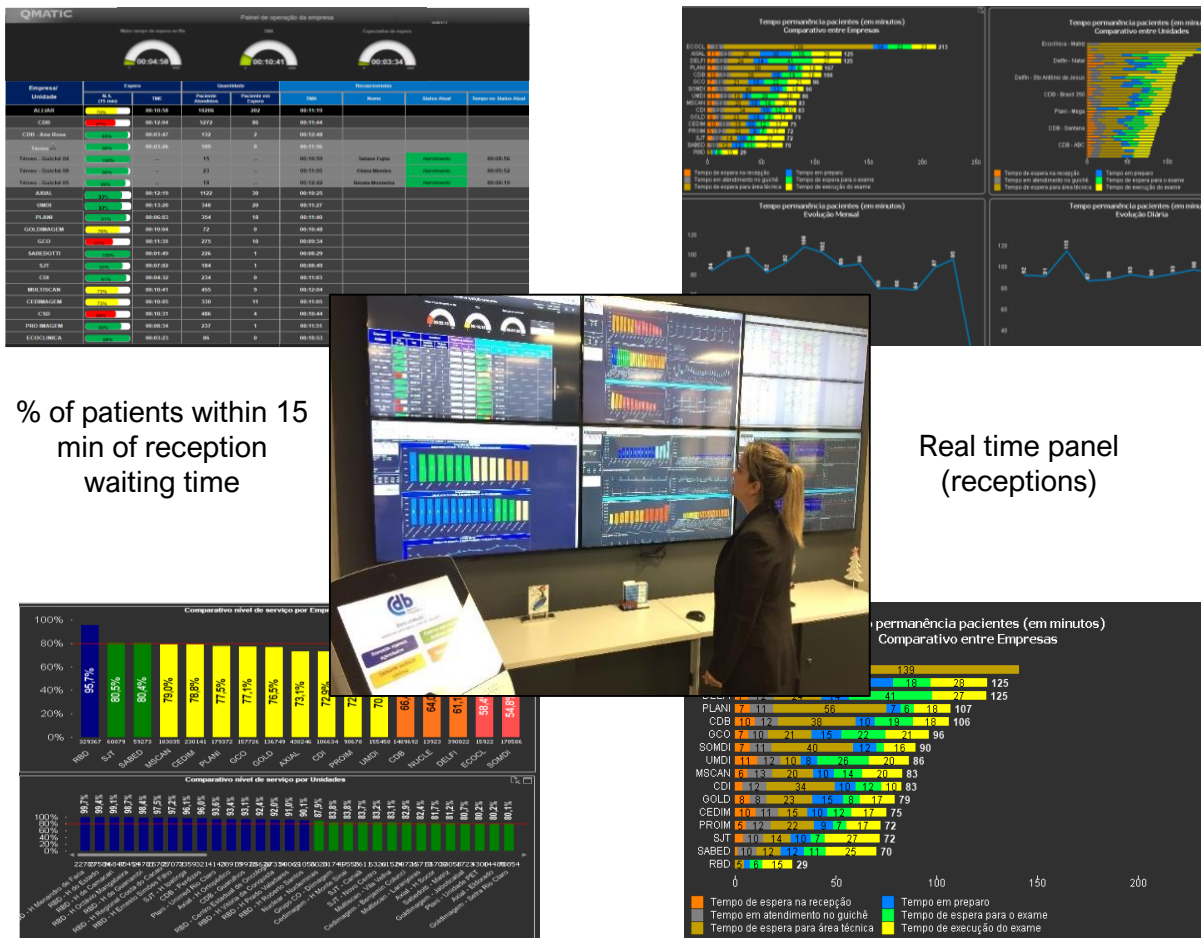
Cost efficiency and productivity in the Receptions



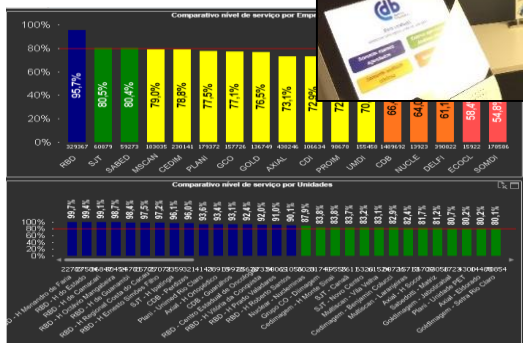
Digital Transformation on the Patient's Journey

Reception: total operations control and productivity gains

On line patient experience management



% of patients within 15 min of reception waiting time

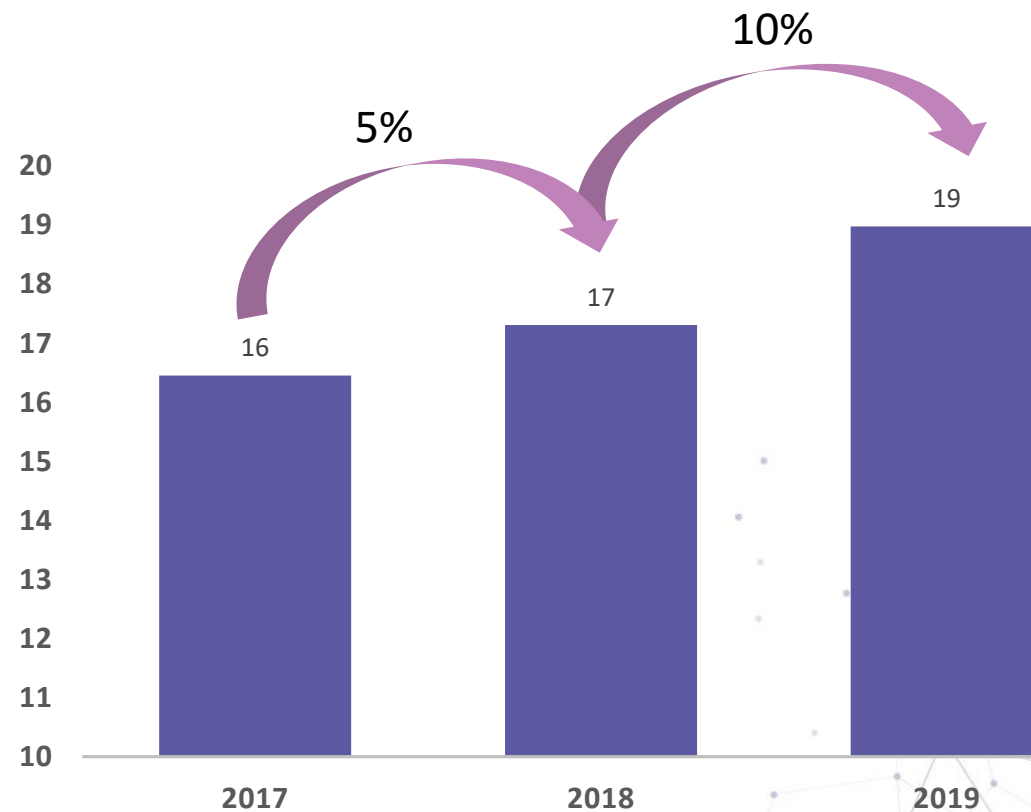


% os exams started with up to 15 min delay

Total patient time inside our PSCs

Productivity Gains

Services per employee per day



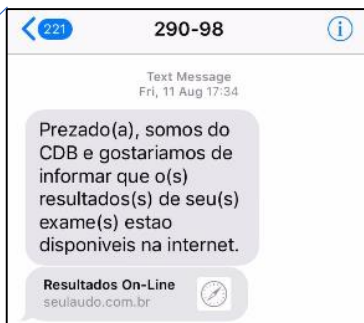
Digital Transformation on the Patient's Journey

Reports: customization on the delivery time and easier access to the reports

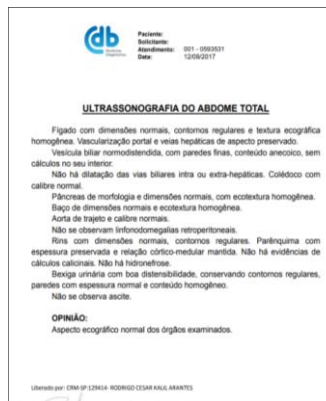
Quality Differential and Service Level to the Requesting Physician

REPORT DELIVERY

Results Notice



Customer Visualization



Acess to the Results

Requesting Physician: Visualization



SUPPORT



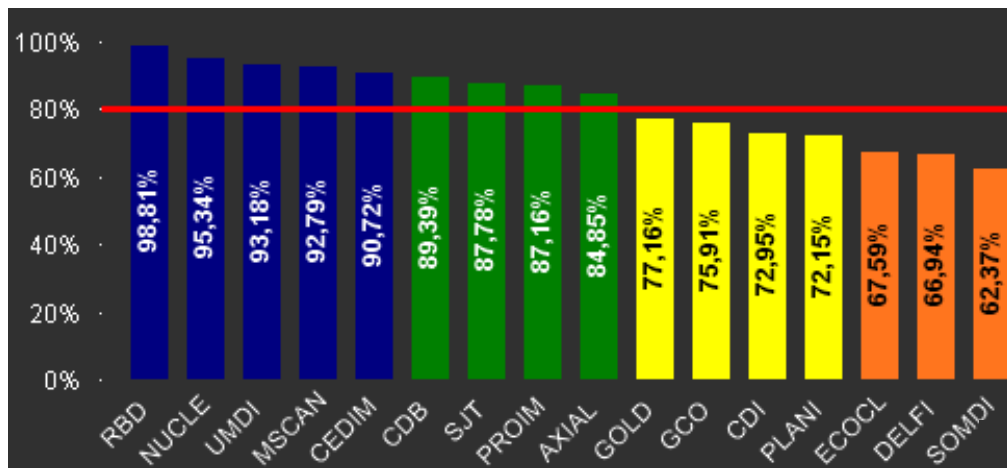
SERVICE



Digital Transformation on the Patient's Journey

Results: total operations control and productivity gains

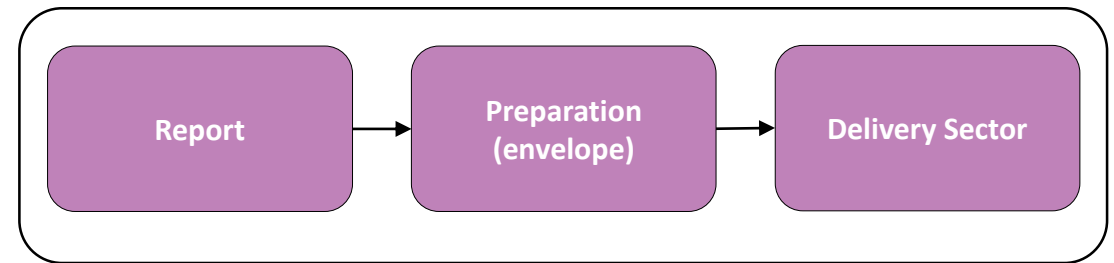
On line patient experience management



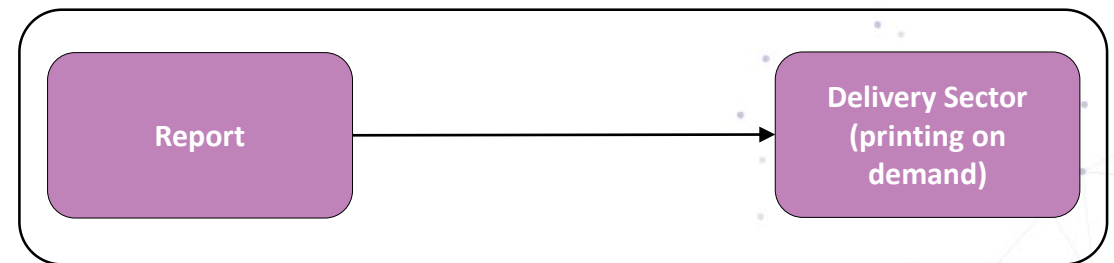
% of reports delivered within the expected delivery days

Productivity Gains

Before



Under implementation



10% reduction in the personnel dedicated to preparation (envelope) and delivery sector

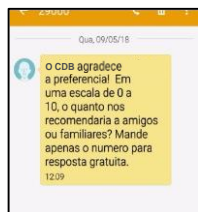
Digital Transformation on the Patient's Journey

Quality: total control of Patient Satisfaction and continuous improvement in our processes

Patien Satisfaction (NPS)

QUALITY

NPS ALLIAR

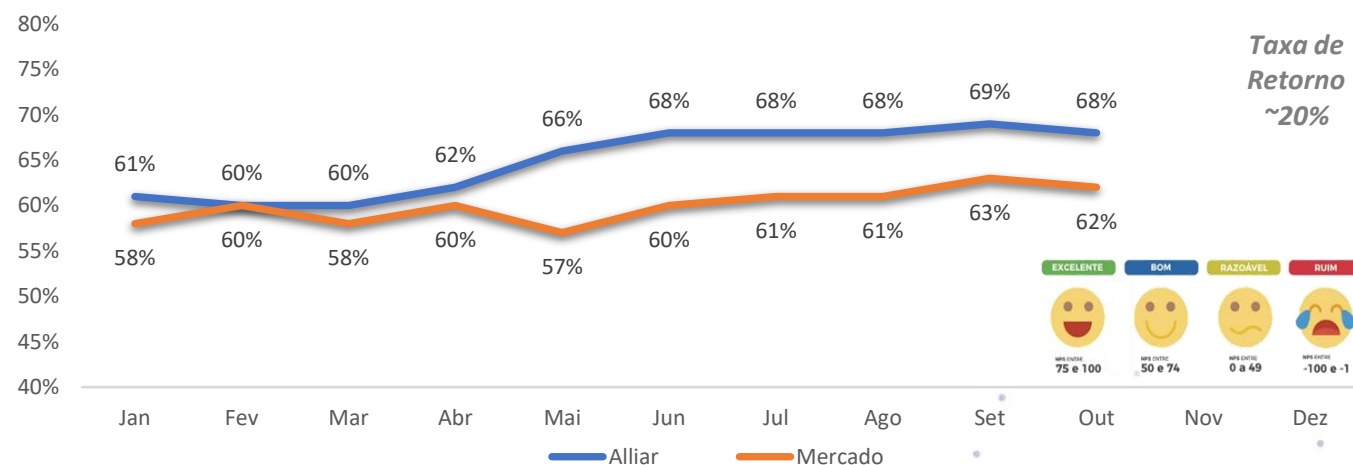


SMS – 50%



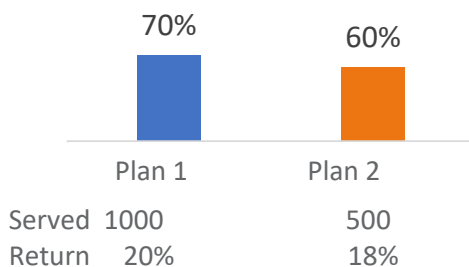
E-mail – 50%

All patients are invited to answer the Satisfaction Survey



NPS p/ Plan – month X/2018

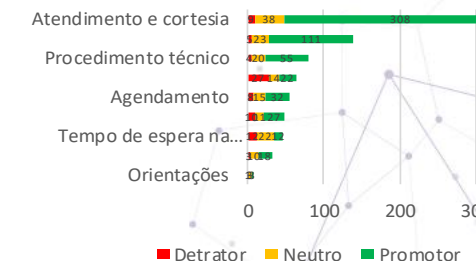
NPS detailed per HMO plan



Testimonials Classification



Patient Perception





Dr. Juan Cevalasco

Medical Management

Medical Quality Management

1st Class Diagnostic Medicine throughout Brazil

KEY-FIGURES

- **35.000+** Requesting Physicians
- **1.200+** Radiologists
- **60.000+** MRI exams / month
- **40.000+** CT scans / month
- **160.000+** Ultrassound exams / month



Technology and Innovation

Automation and AI inside Alliar's platform

Virtual Reports Central and Teleradiology

- Integrated environment
- Web platform
- High capillarity
- Structured reports and informations
- Clinical information cockpit and patient history
- Special clusters within the regional medical teams

✓ **The Higher Standards of Quality**

✓ **Higher Productivity**

✓ **Exam time reduction**

✓ **Structured Population Health Data**

Technology and Innovation

Automation and AI inside Alliar's platform

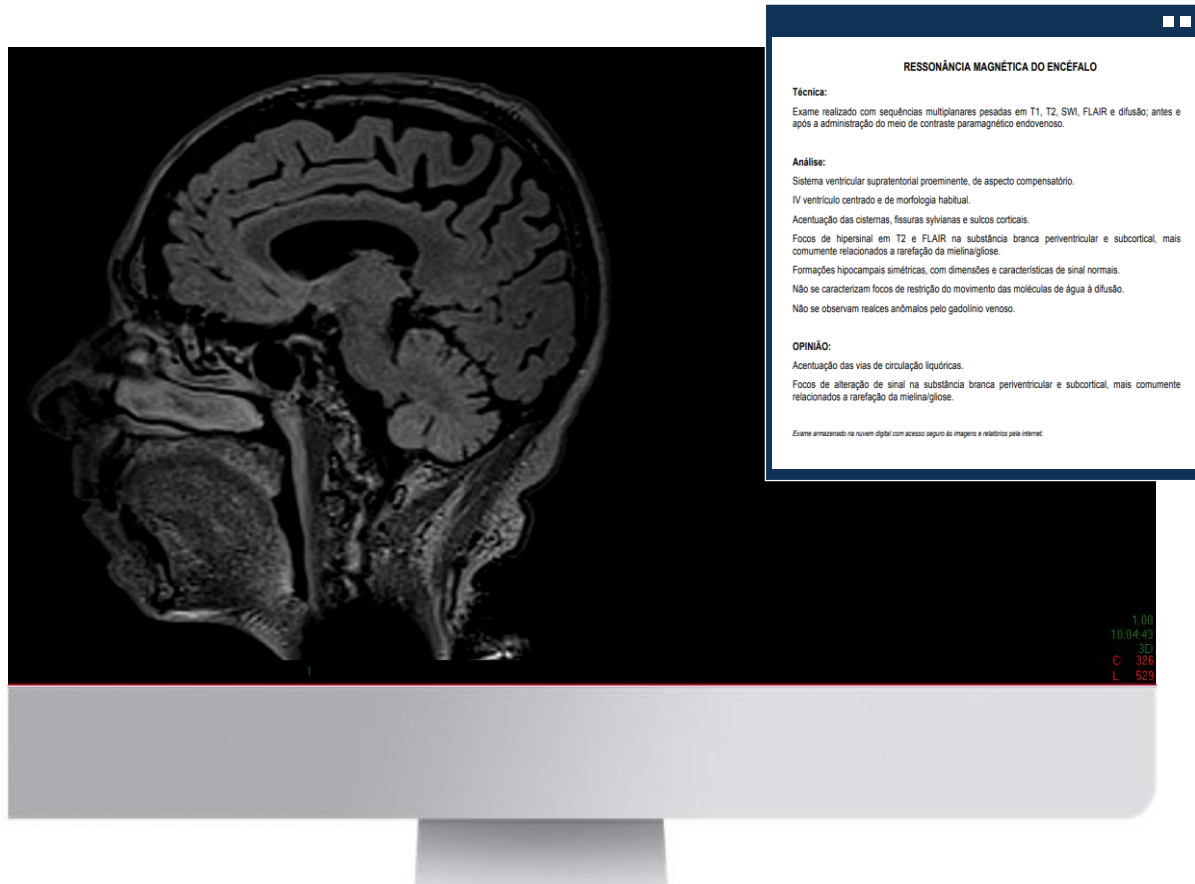
Artificial Intelligence:

- Relevant patient data extraction and analysis
- Data Lake of exams
- Data analysis on diseases, blood tests and patient profile
- **Healthcare Data Company**



Knowledge Diffusion

Medical Quality measured on our Peer Revision Reports Program



- ✓ Monthly, **2%** of MRI and CT scans go to our Peer Revision Reports Program
- ✓ Anonymized data
- ✓ Knowledge Diffusion
- ✓ Medical Quality

Value Creation within the Diagnostics

Digital Report - Significant Value to the Requesting Physicians

FROM:

ANGIOTOMOGRAFIA MULTISLICE DA CIRCULAÇÃO CORONARIANA

TÉCNICA:

A presente avaliação foi realizada em equipamento de múltiplos detectores com 256 cortes, através de aquisição submilimétrica, sequencial, isotrópica e volumétrica no plano axial, sincronizados com eletrocardiograma, com a finalidade de demonstrar as artérias coronárias durante a injeção intravenosa de contraste iodado hidrossolúvel não-iônico.

Foram também empregados parâmetros de redução de dose.

ANÁLISE:

Circulação coronariana com dominância direita.

Tronco da Coronária Esquerda (TCE) com origem no seio coronariano esquerdo, sem redução luminal.

Artéria Descendente Anterior (DA) revela curso habitual na superfície epicárdica, no sulco interventricular anterior, atingindo o "apex cordis" sem redução luminal nas suas porções proximal, média e distal. Durante seu trajeto emite ramos septais e diagonais.

Artéria Primeira Diagonal (Dg1) de pequena importância, sem redução luminal.

Artéria Segunda Diagonal (Dg2) de moderada importância, sem redução luminal.

Artéria Circunflexa (CX) demonstra curso habitual na superfície epicárdica, no sulco atrioventricular esquerdo, sem redução luminal nas suas porções proximal, média e distal.

Artéria Primeira Marginal Obtusa (Mg1) de pequena importância, sem redução luminal.

Artéria Segunda Marginal Obtusa (Mg2) de pequena importância, sem redução luminal.

Artéria Coronária Direita (CD) com origem no seio coronariano direito, revelando curso habitual na superfície epicárdica, no sulco atrioventricular direito, sem redução luminal nas suas porções proximal, média e distal.

Artéria Descendente Posterior (DP) de moderada importância, ramo da artéria coronária direita, ultrapassando a "crux cordis", sem redução luminal.

Artéria Ventricular Posterior (VP) de moderada importância, ramo da artéria coronária direita, revelando curso habitual na superfície epicárdica da parede posteroinferior do ventrículo esquerdo, sem redução luminal.

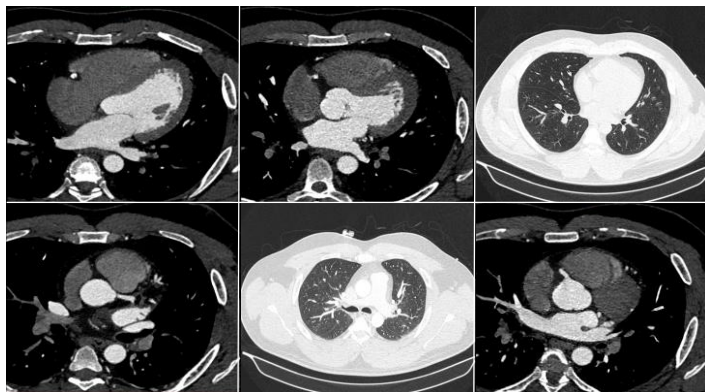
Coração com coeficientes normais de atenuações aos feixes de raios X.

Situs solitus cordis.

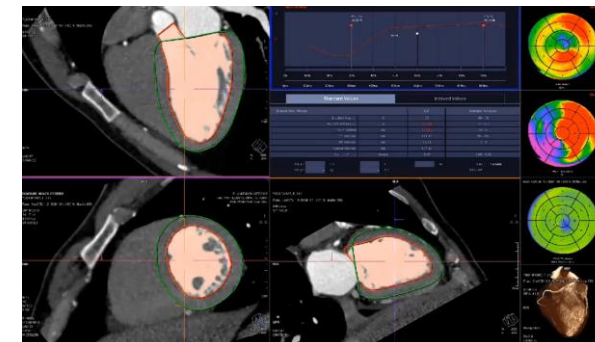
Levocardia.

Há concordância venoatrial tanto da circulação pulmonar como da sistêmica.

Câmaras atriais e ventriculares de dimensões preservadas.



TO: MULTIMEDIA, INTERACTIVE REPORT



ANGIOTOMOGRAFIA MULTISLICE DA CIRCULAÇÃO CORONARIANA

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Câmaras atriais e ventriculares de dimensões preservadas.

Value Creation within the Diagnostics

Digital Report - Significant Value to the Requesting Physicians

Multimedia interactive report: Bringing back the relationship radiologist and patient

MULTIMEDIA REPORT (QR CODE)

RESSONÂNCIA MAGNÉTICA MULTIPARAMÉTRICA DA PRÓSTATA

Contexto clínico

PSA em ascensão (3,9 ng/mL) e histórico familiar positiva.

Técnica

Realizado em equipamento de 1,5 Tesla pelas técnicas TSE e GRE com imagens multiplanares ponderadas em T1 e T2, antes e após a administração intravenosa de contraste paramagnético.

Relatório

Dimensões da próstata: 5,1 x 3,9 x 3,7 cm. Peso estimado em 40,0 gramas.

Zona de transição: com dimensões pouco aumentadas e heterogênea por apresentar alguns nódulos de provável hiperplasia, havendo leve proeminência do lobo mediano, que abaula discretamente o assoalho vesical.

Zona periférica: com aumento do realce pelo meio de contraste, leve restrição à difusão e redução de sinal em T2, de padrão difuso, podendo representar algum grau de prostatite (incluindo a forma subclínica), apesar de inespecíficos. Não há evidência de nódulos ou áreas focais de restrição à difusão significativa detectáveis ao método (PI-RADS 2).

Cápsula prostática: sem alterações significativas.



Vesículas seminais: com dimensões preservadas, apresentando leve espessamento e aumento do realce parietal difuso e bilateral, achados inespecíficos, mas que podem representar algum grau de vesiculite, cuja relevância depende fundamentalmente de correlação clínica.

Linfonodos: ausência de linfonodomegalias.

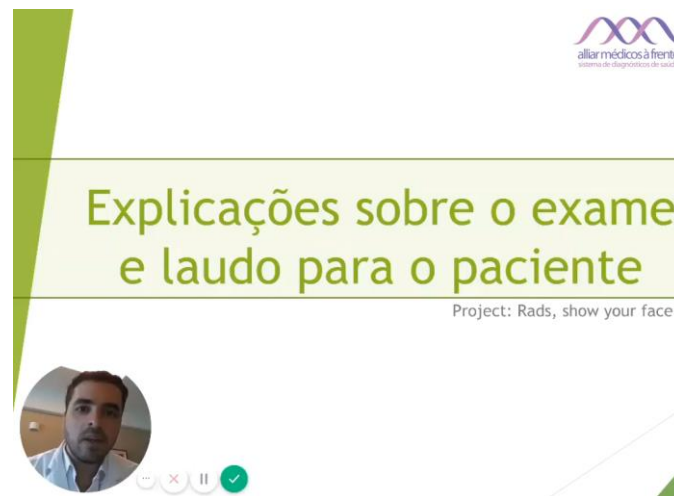
Bexiga: repleção parcial e conteúdo homogêneo, sem alterações detectáveis ao método.

Impressão diagnóstica

- Estudo de ressonância magnética da próstata com baixa probabilidade de acometimento neoplásico clinicamente significativo (PI-RADS 2).
- Próstata de dimensões pouco aumentadas, com sinais de leve hiperplasia da glândula central.
- Alterações difusas na zona periférica prostática e nas vesículas seminais, inespecíficas, mas que podem representar algum grau de processo inflamatório (prostatite / vesiculite), incluindo a forma subclínica.

Ao paciente	Ao médico assistente
	
Escaneie o QRcode para acessar explicações sobre o seu laudo	Escaneie o QRcode para acessar comentários técnicos


1. Patient




alliar médicos à frente
sistema de diagnósticos de saúde

Explicações sobre o exame e laudo para o paciente

Project: Rads, show your face



2. Requesting Physician



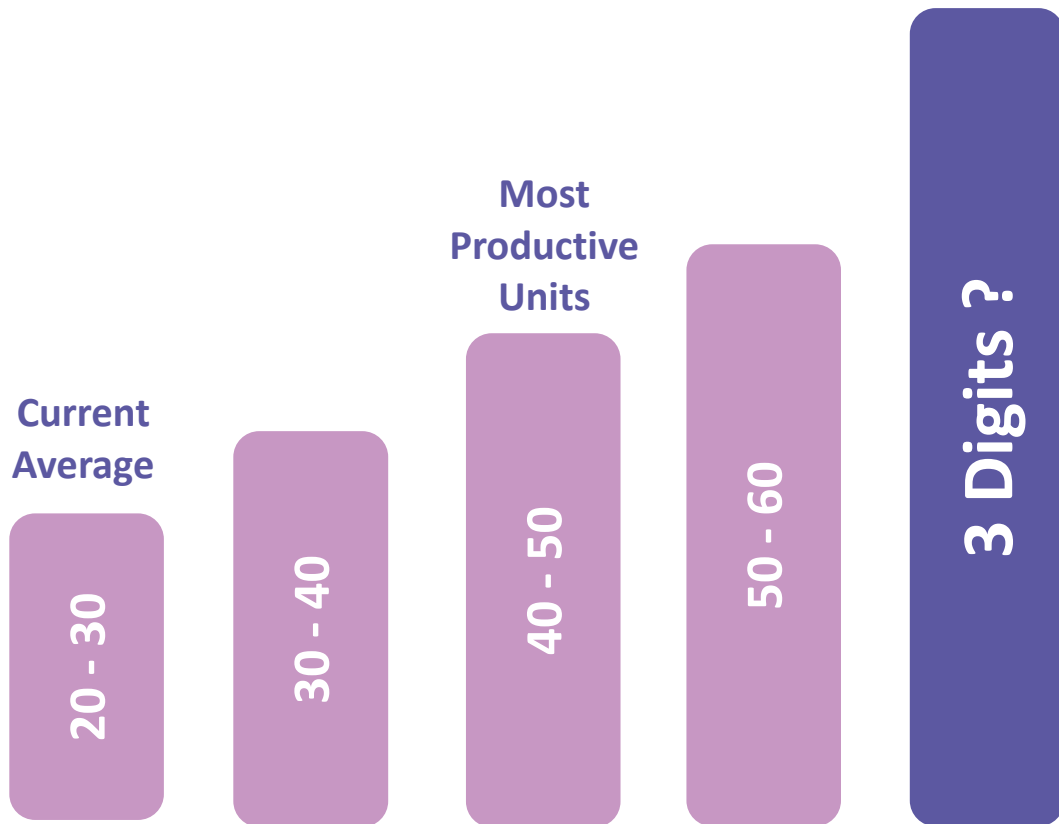
alliar médicos à frente
sistema de diagnósticos de saúde

Project: Rads, show your face

New Productivity Frontiers on MRIs

Faster MRI Exam time with Current Technology

Exams / MRI / Day



New Frontiers

- Remote Operation via Command Center
- Standardization and optimization of protocols



Increased quality in the Images and
in the Reports
Higher Offer of Exams
Reduced Investment Required



Roberto Kalil

Demand Management: Commercial

MARKET

1

PAYERS

2

**REQUESTING
PHYSICIANS**

3

PATIENTS

4

MARKET

1

PAYERS

2

**REQUESTING
PHYSICIANS**

3

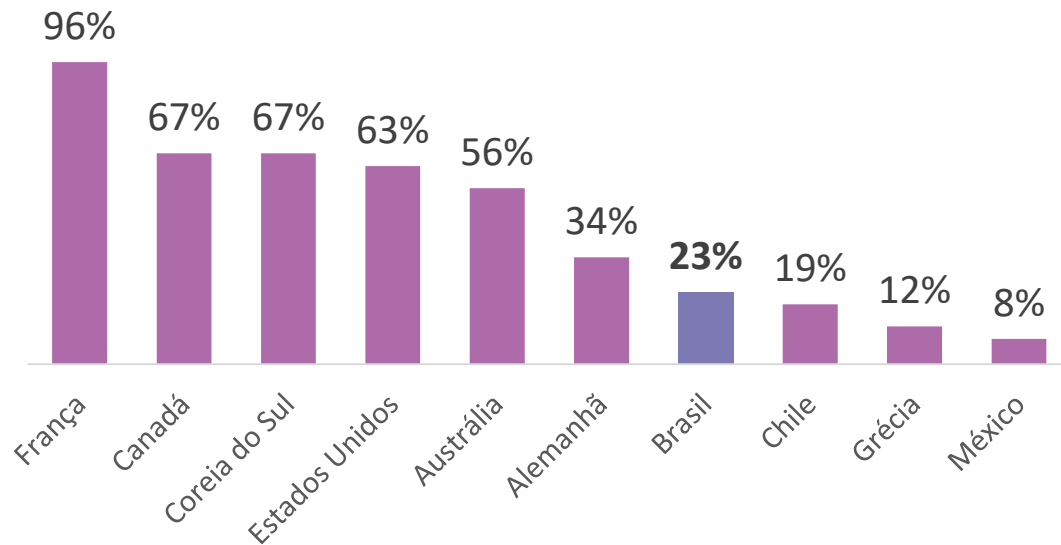
PATIENTS

4

Healthcare Coverage and Beneficiaries

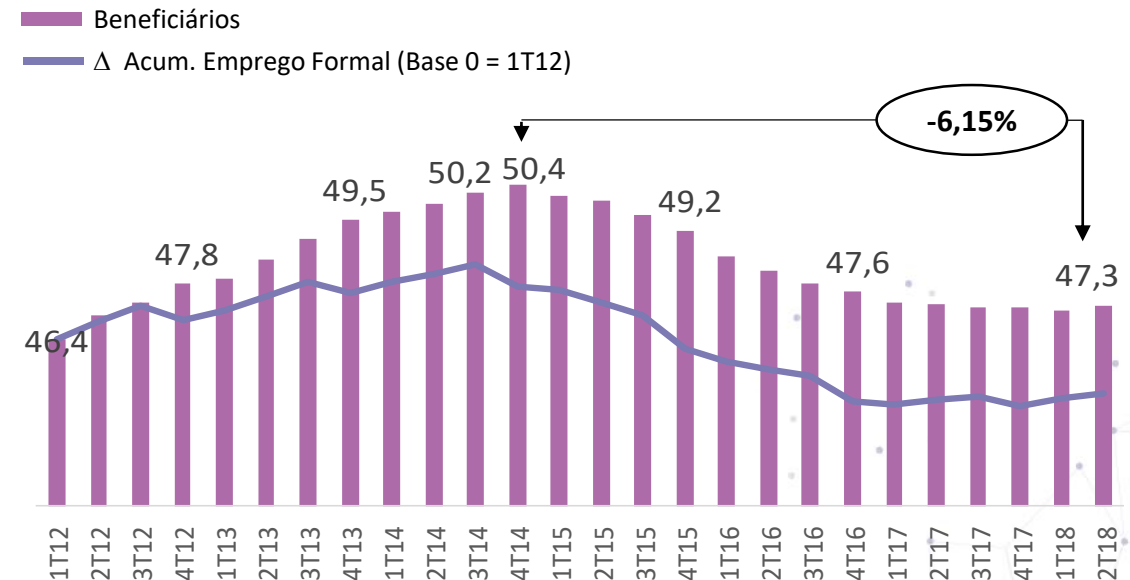
Low Coverage in Brazil and reduction in the number of Beneficiaries (linked to formal employment)

Coverage



Beneficiaries & Formal Employment

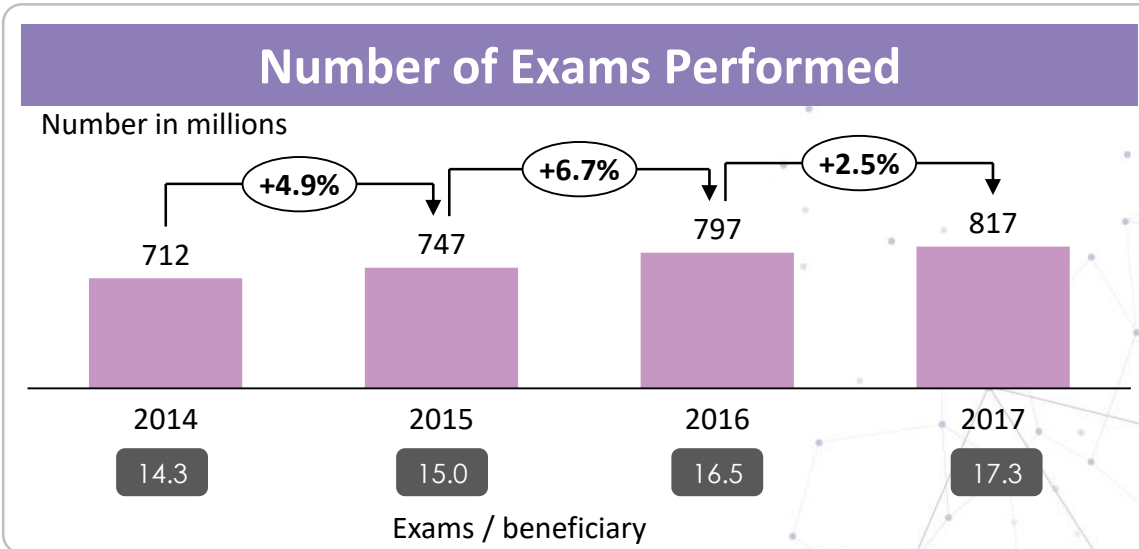
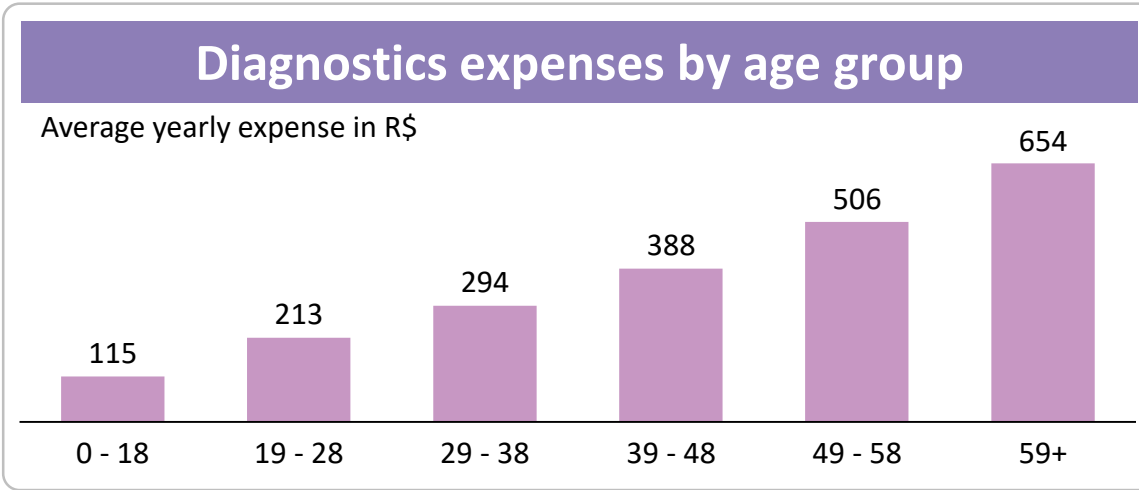
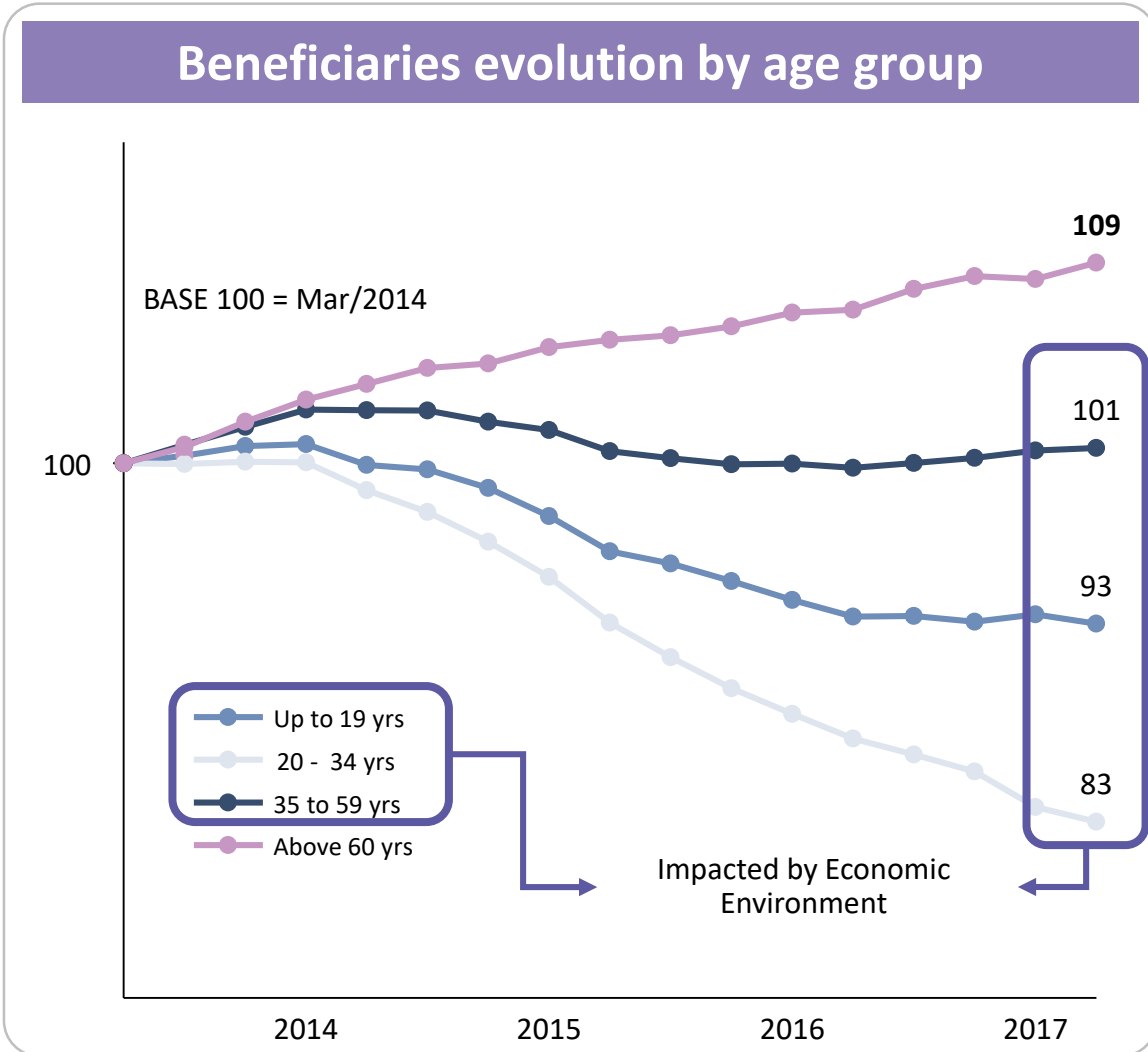
Ein million



Economic recovery and formal employment will favour the demand

Beneficiaries and the Number of Exams

Growth in Exams sustained by Ageing Population, despite the decrease in Beneficiaries

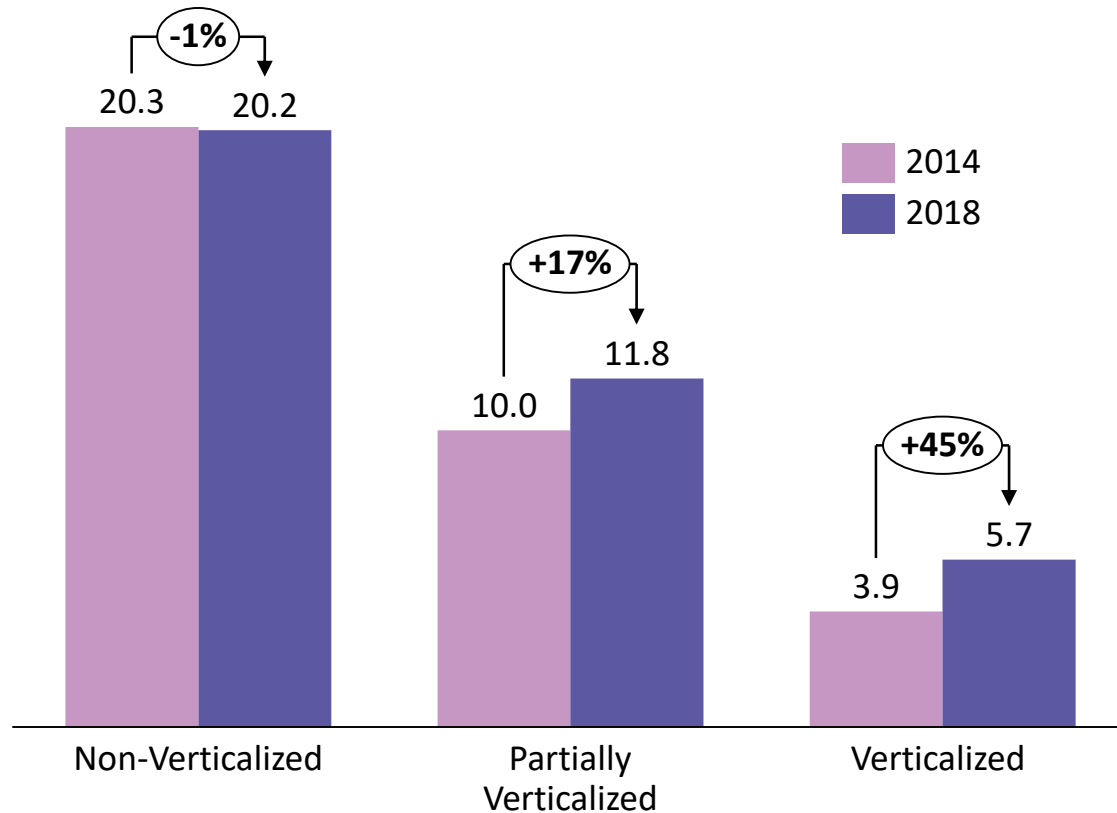


Profile Change in the Payers

Verticalized and Partially Verticalized Players are gaining share

Beneficiaries Market Share

Market share - TOP10 Alliar Payers (Alliar's PSC's locations)



- Vertical model gaining relevance within the health market
- Traditional operators with difficulties in managing claims and significant cost increases (medical inflation)
- Verticalized / partially verticalized model reduces incentive misalignment problems in the health chain
- **Alliar has products to operate in all segments**

MARKET

1

PAYERS

2

**REQUESTING
PHYSICIANS**

3

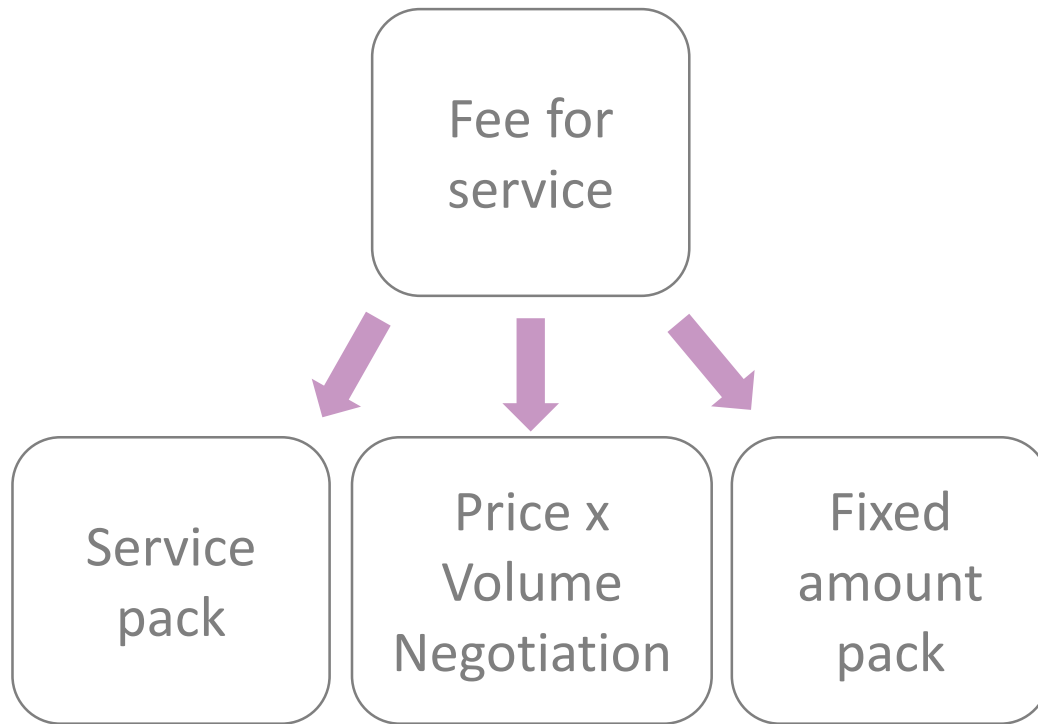
PATIENTS

4

Commercial Strategies

Customized Products to the Payers

Non Verticalized



Verticalized

iDr.

Inteligência Diagnóstica Remota

Taylor made products based on the "Lab-to-Lab" concept in Imaging

MARKET

1

PAYERS

2

**REQUESTING
PHYSICIANS**

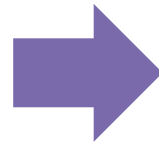
3

PATIENTS

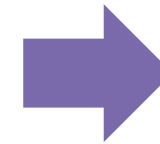
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Requesting Physicians

**Requesting
Physicians**



Medical Concierge



**Alliar Medical
Staff**

MARKET

1

PAYERS

2

**REQUESTING
PHYSICIANS**

3

PATIENTS

4

Commercial Strategies

Brands Consolidation

AXIAL
Medicina Diagnóstica

NUCLEAR
MEDCENTER
MATRIZ • CIENTÍFICA TECNÓGAMA

IMRAD
diagnósticos



AXIAL
Inteligência Diagnóstica

db
Inteligência
Diagnóstica



db
Medicina
Diagnóstica

UMDI[®]
Medicina Diagnóstica

GoldImagem
medicina diagnóstica

MULTISCAN
IMAGEM E DIAGNÓSTICO

BioLab

CDI
CENTRO DE DIAGNÓSTICO POR IMAGEM



MULTISCAN
IMAGEM E DIAGNÓSTICO

Delfin
INTELIGÊNCIA
DIAGNÓSTICA



Delfin
Imagem
AQUI A VIDA É TRANSPARENTE

Ecoclínica
MultiDiagnose

unic
UNIDADE DE DIAGNÓSTICOS
AVANÇADOS DE CAMPO GRANDE

Di imagem
DIAGNÓSTICO INTEGRADO POR IMAGEM

Uni imagem
UNIDADE DE DIAGNÓSTICO POR IMAGEM

SONIMED
DIAGNÓSTICOS



Di imagem
MEDICINA DIAGNÓSTICA

PLANI
Medicina Diagnóstica



PLANI
DIAGNÓSTICOS MÉDICOS POR IMAGEM

centro diagnóstico
PRO IMAGEM



Demand Management: Marketing

Marketing

Incorporating a new strategy: “intelligence”

in·te·li·gên·ci·a

in·te·li·gên·ci·a

(LATIM INTELLIGENTIA, É PLURAL NEUTRO DE INTELLIGENS, -ENTIS, PARTICIPIO PRESENTE DE INTELLIGO, -ERE, PERCEBER, COMPREENDER)

TECNOLÓGICA
EMOCIONAL
EM INTEGRAR
EM REUNIR TUDO
EM UM SÓ LUGAR
EM ATENDER
EM POSSIBILITAR
EM ENTENDER
EM DIAGNOSTICAR

SUBSTANTIVO FEMININO

1. FACULDADE DE CONHECER, COMPREENDER E APRENDER.
2. CAPACIDADE DE COMPREENDER E RESOLVER NOVOS PROBLEMAS E CONFLITOS E DE ADAPTAR-SE A NOVAS SITUAÇÕES.
3. CONJUNTO DE FUNÇÕES PSÍQUICAS E FISIOLÓGICAS QUE CONTRIBUEM PARA O CONHECIMENTO, PARA A COMPREENSAO DA NATUREZA DAS COISAS E DO SIGNIFICADO DOS FATOS.
4. MODO DE INTERPRETAR, INTERPRETAÇÃO, JUÍZO.
5. INDIVÍDUO DE GRANDE INTELIGÊNCIA, SÚMIDADE.
6. HARMONIA, ENTENDIMENTO RECÍPROCO.

Marketing

Exploring a new word/concept (Intelligence) throughout our Brands

Medicina Diagnóstica

iNTE
LI
GEN
TE



Nossos
números têm
emoção

Responsável Técnico: Dra. Thais Dias Gonzalez, CRM 1746/BA

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Inteligência Diagnóstica Remota





Software de Inteligência Artificial



~~TRADITIONAL MEDIA~~

DIGITAL MEDIA

Strategy 2019

Social Media to our Brands



Digital Strategy to our Products and Services





Carlos Araújo

Strategic Projects Management

Efficiency and Profitability Opportunities

Strategic Sourcing Initiatives

Categories		% Saving	Starting From
Clinical Analysis	Phase 1	20%	Jan/2018
	Phase 2	7%	Jan/2019
Contrasts		21%	Dec/2018
Films		22%	Jun/2018
Medical material		19%	Aug/2018
Cleaning		5%	Aug/2018
Internet links		5%	Oct/2018
Energy		9%	Apr/2019
TOTAL		17%	

Efficiency and Profitability Opportunities

Make vs. Buy Decision on Clinical Analysis

Own-Lab?



Make vs. Buy Decision

New Growth Avenues

Solutions Developed according to the Customer Needs



Inteligência Diagnóstica Remota

- ***Dedicated Team*** - New Company with own CEO and management structure
- **Value Creation** according to the Customer Needs
- Full Remote Diagnostics Solution, based on the “**Lab-to-Lab**” concept in Imaging

Customized Products

INTEGRATED PLATFORM

COMMAND CENTER



PROTOCOLS



TELE RADIOLOGY



CALL CENTER



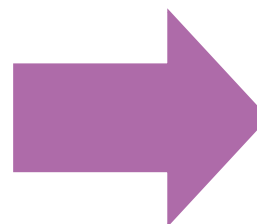
SSC



SYSTEMS



EQUIPMENT MAINTENANCE AND BUYING TERMS



COST REDUCTION



PROFITABILITY



QUALITY INCREASE



ACCESS TO TECHNOLOGY



Frederico Oldani

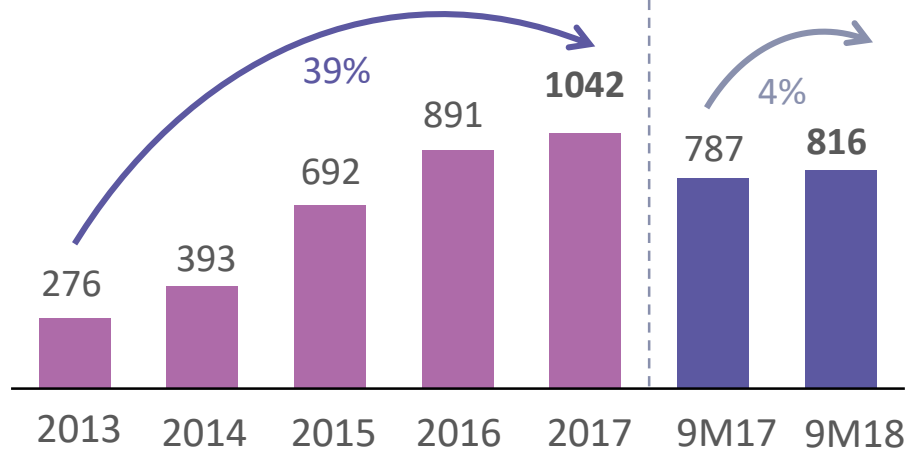
Financial Management

Maturation and Profitability

New Strategy starts to reflect on Alliar's Results

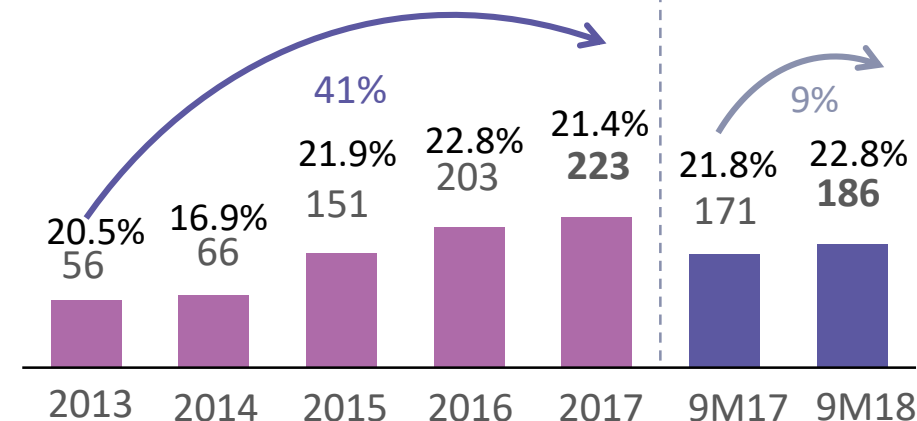
Revenue¹

Em R\$ Milhão



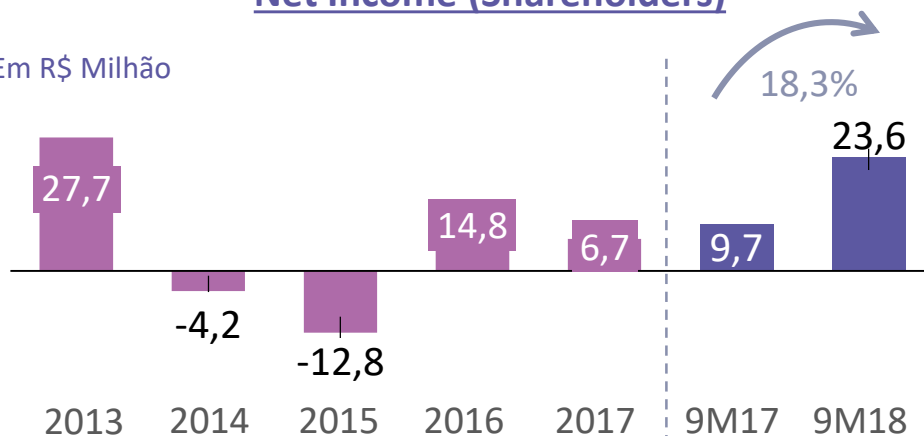
Adjusted EBITDA

Em R\$ Milhão e Margem %



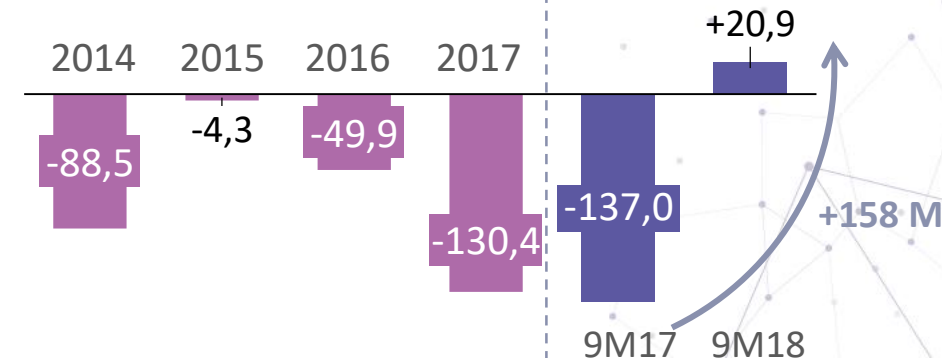
Net Income (Shareholders)

Em R\$ Milhão



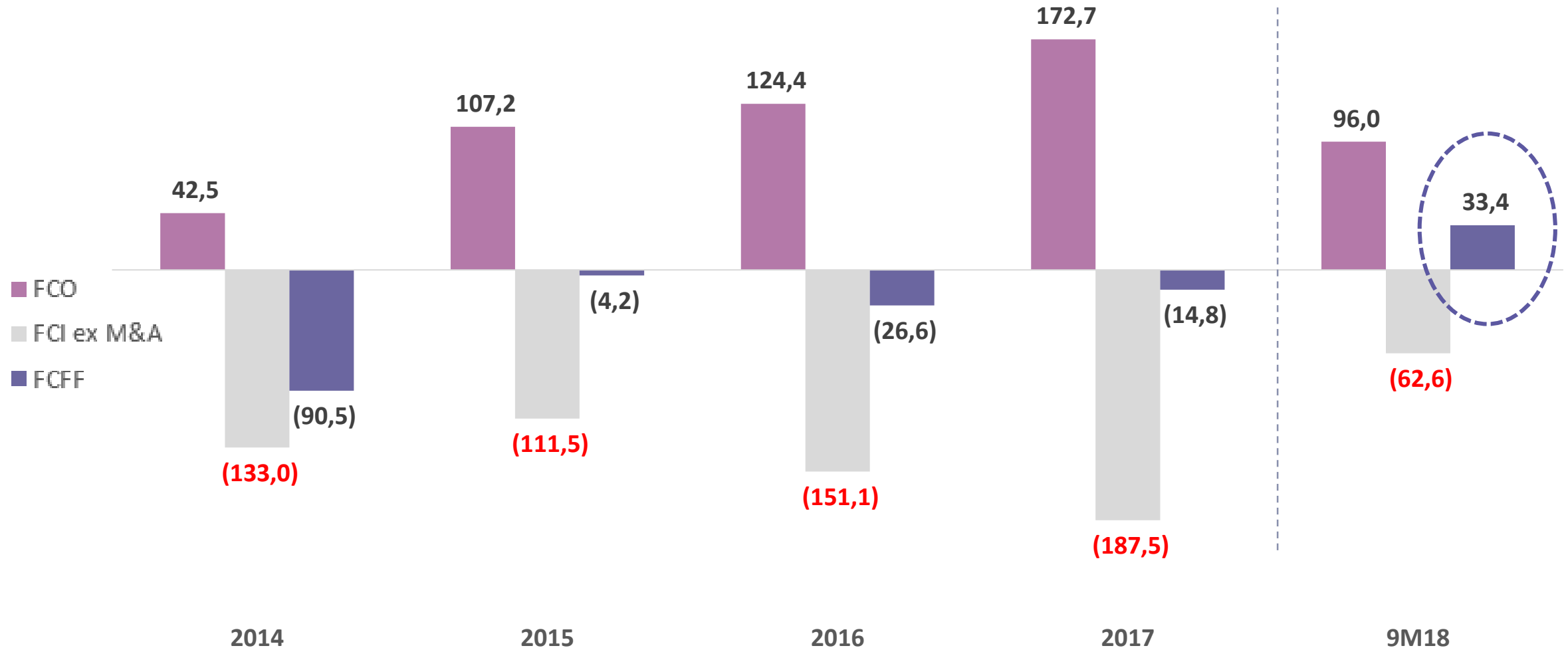
FREE CASH FLOW

Em R\$ Milhão²



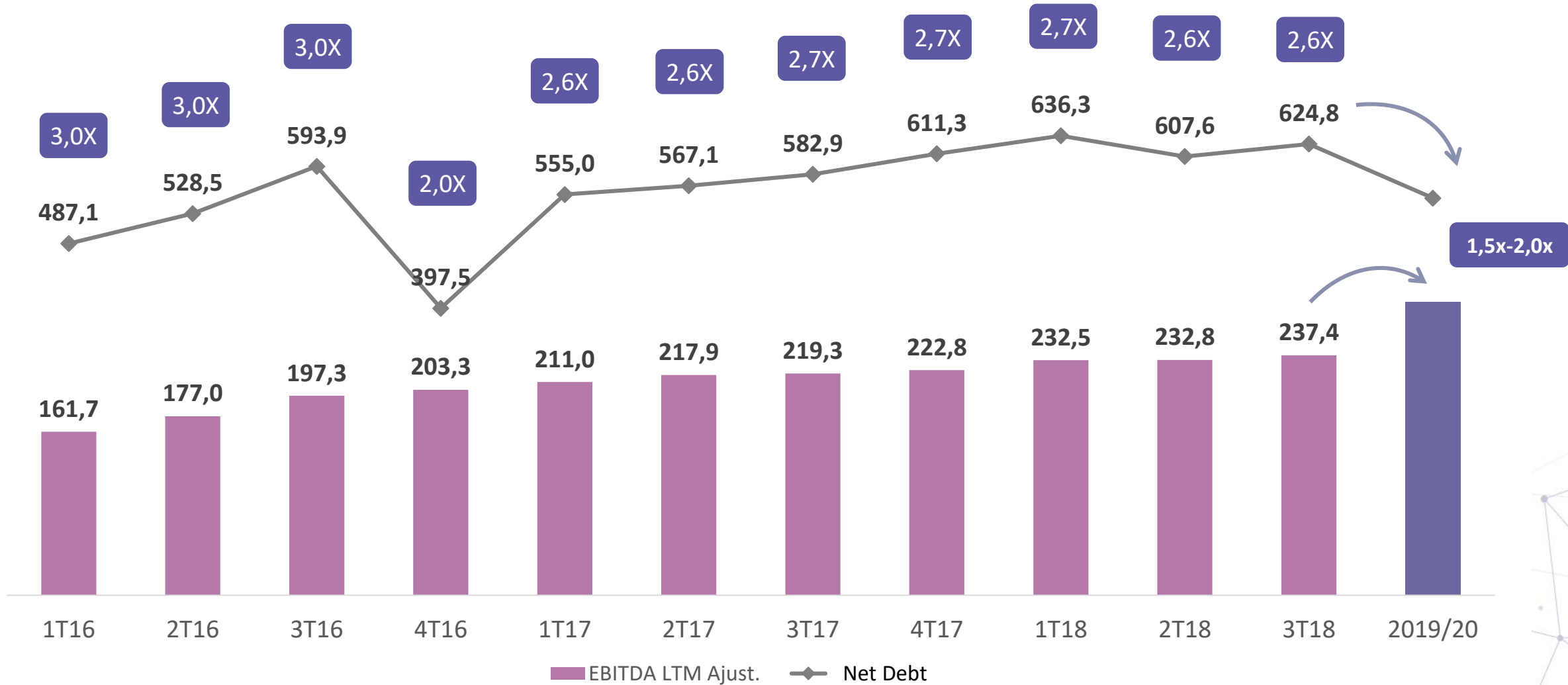
Cash Generation

CapEx Reduction with Important Improvement in Cash Generation



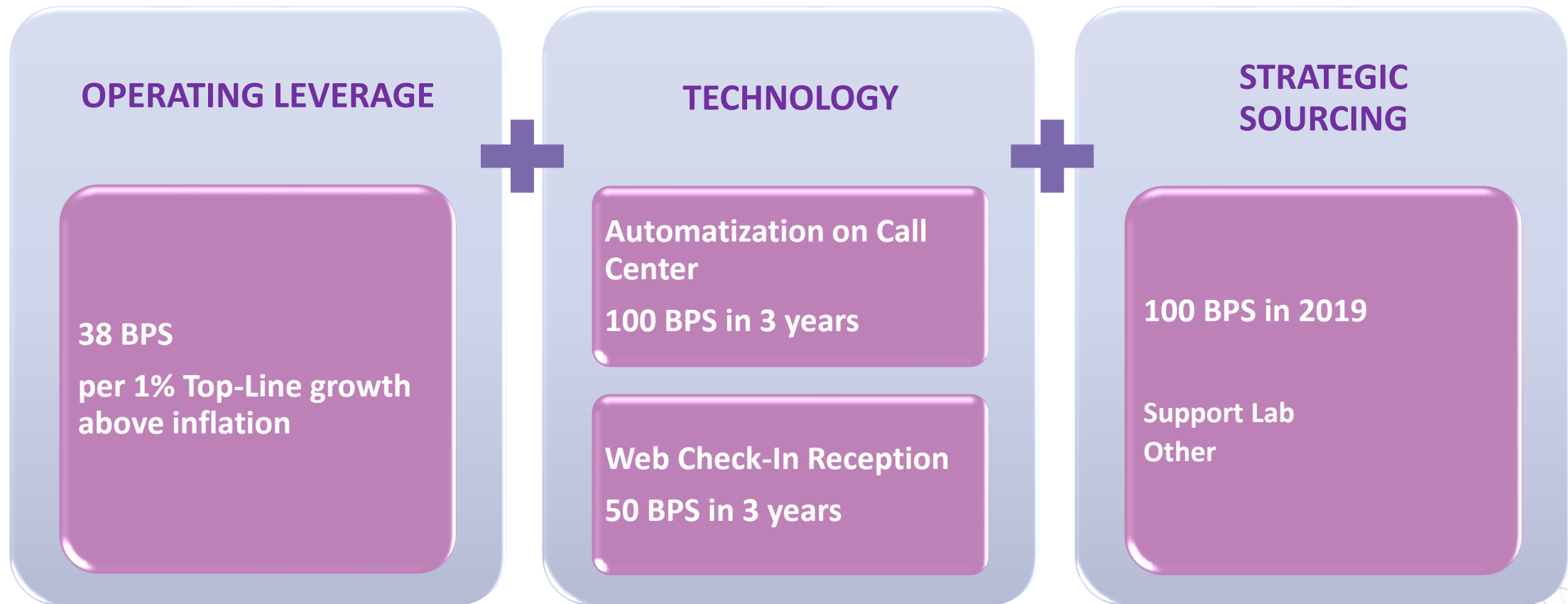
Financial Leverage

Target Net Debt/EBITDA < 2x



Operational Results - EBITDA

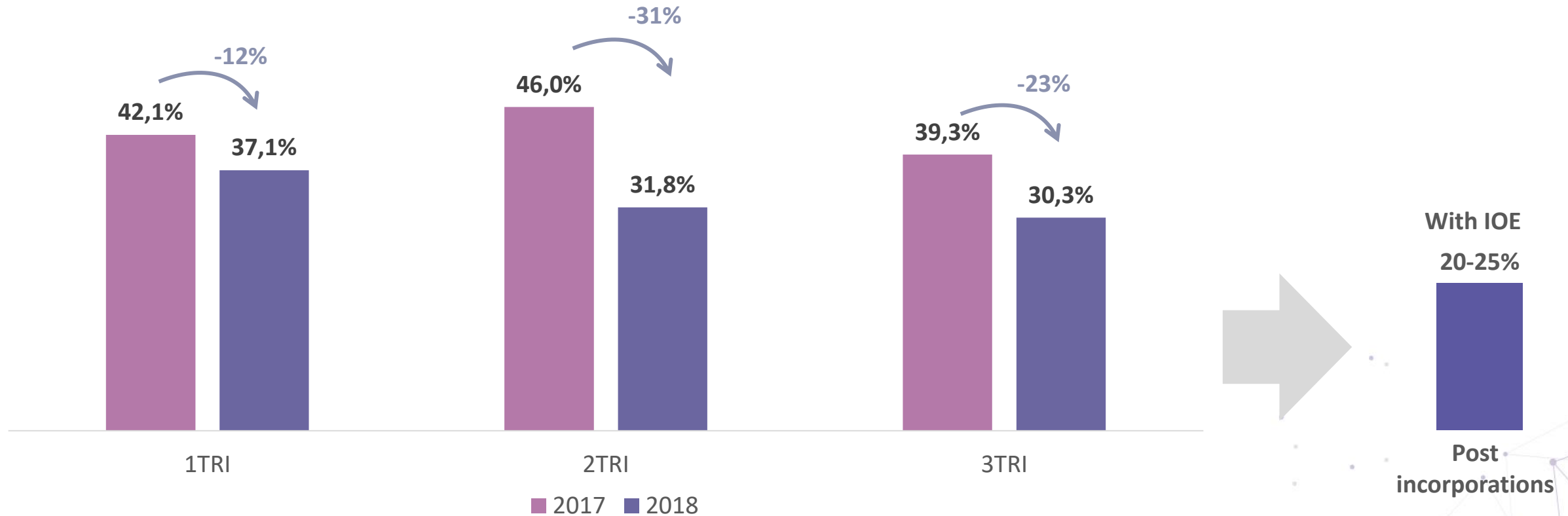
Significant Improvements in EBITDA Margins based on initiatives already implemented or ongoing (Current Technology)



**>250 BPS in Opportunities in the coming years
(ex operating leverage)**

Effective Tax Rate

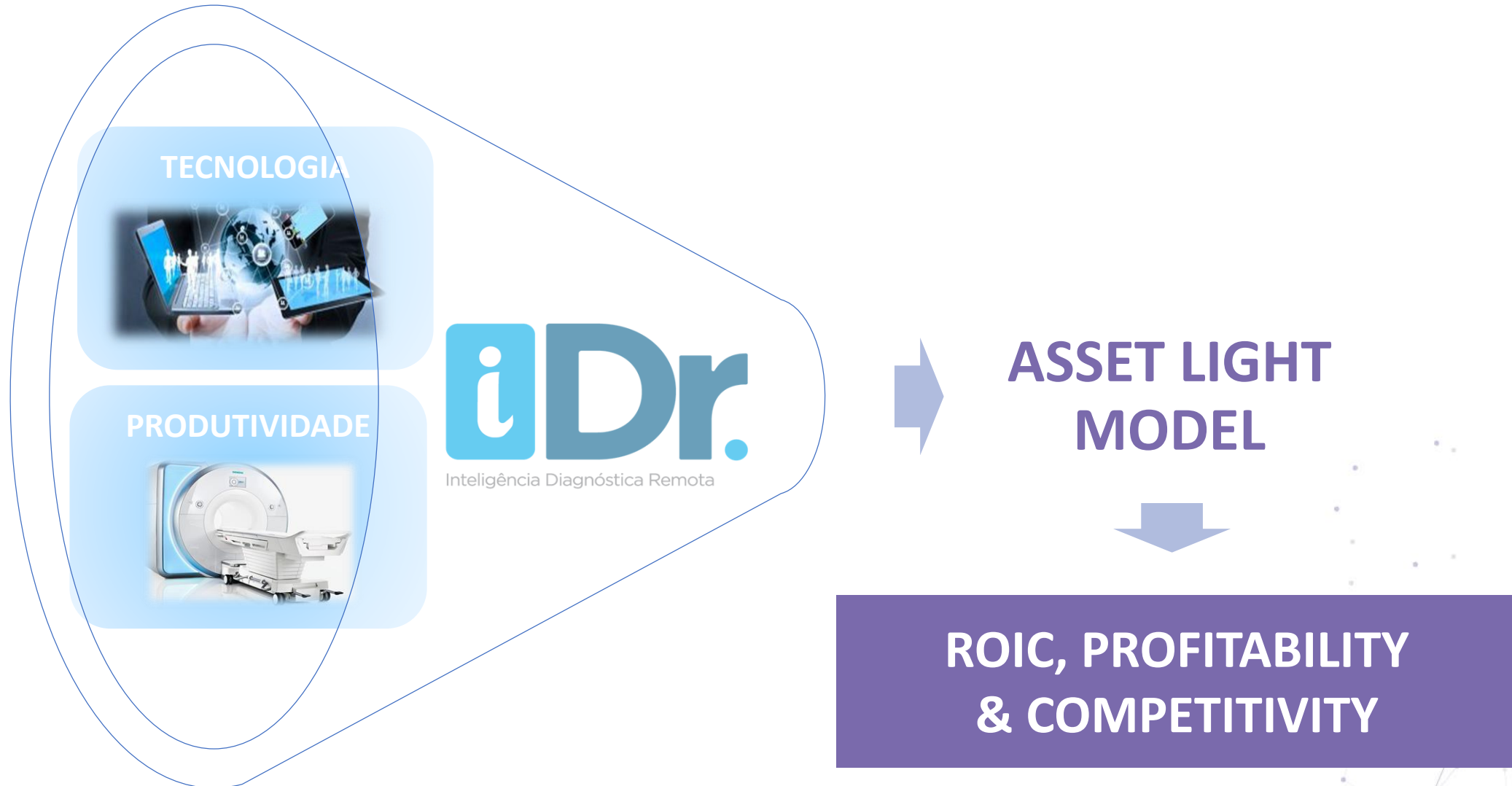
Tax Rate Reduction unlocking Bottom Line value



In addition to IOE to shareholders post- incorporations

Digital Transformation and the New Alliar

Big transformation ongoing: Asset Light Model





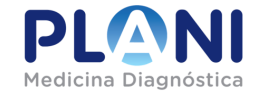
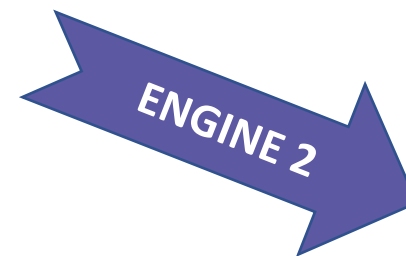
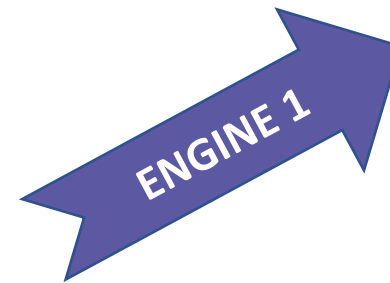
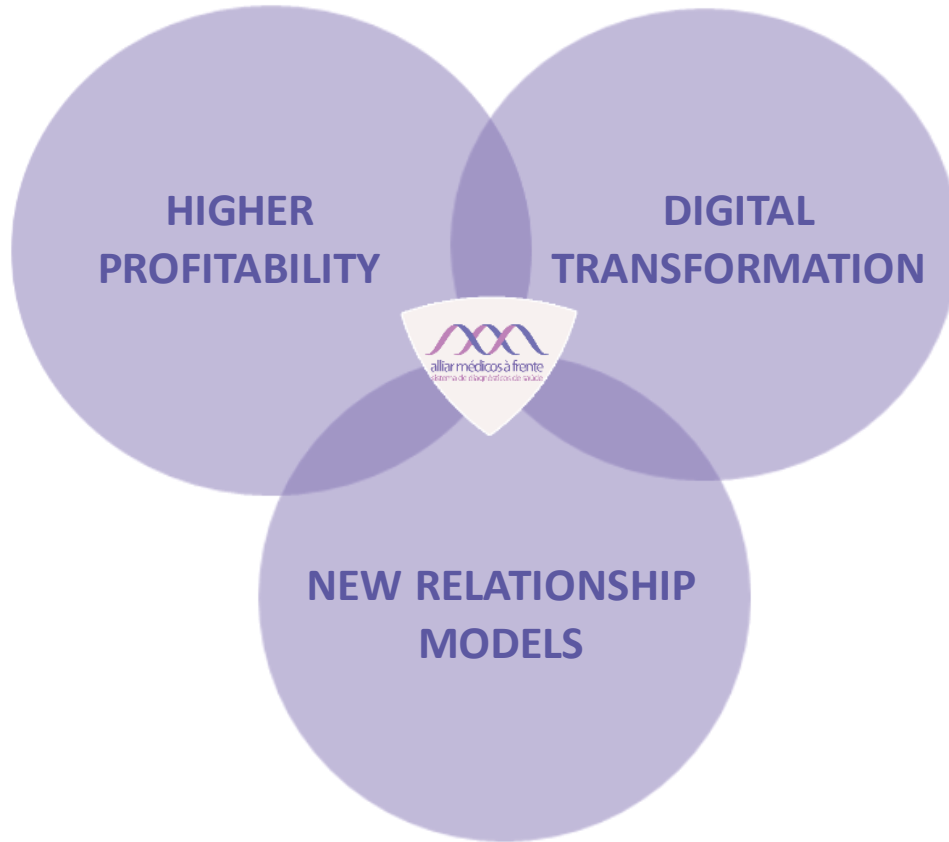
Fernando Terni

Final Considerations



Revolution in the Business Model

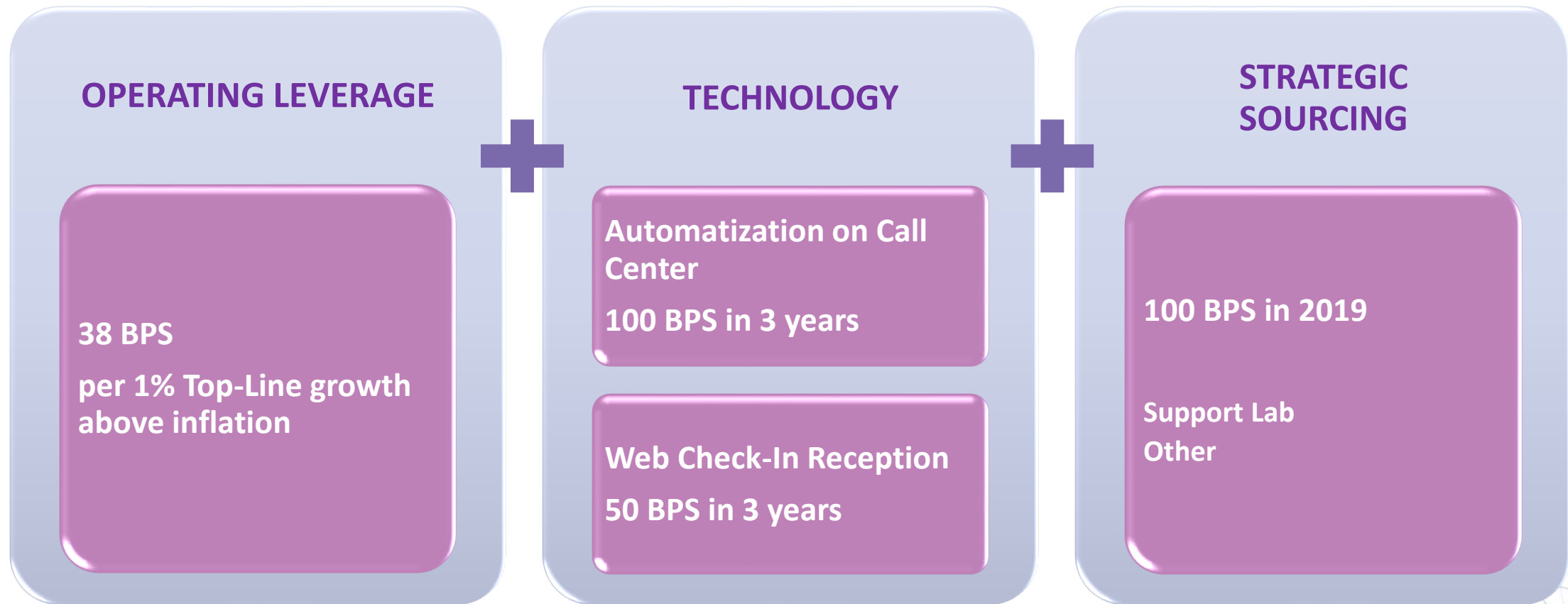
New business model based on Digital Transformation



Inteligência Diagnóstica Remota

Operational Results - EBITDA

Significant Improvements in EBITDA Margins based on initiatives already implemented or ongoing (Current Technology)



**>250 BPS in Opportunities in the coming years
(ex operating leverage)**



Q&A



alliar médicos à frente
sistema de diagnósticos de saúde



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