

Transforming Healthcare in Latin America

AUNA
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auna

A photograph of two surgeons in an operating room. The surgeon on the left is a woman wearing a pink hairnet and a white surgical mask. The surgeon on the right is wearing a blue hairnet, a blue surgical mask, and a head-mounted display. They are both focused on a surgical procedure. A large, circular surgical light is visible in the background.

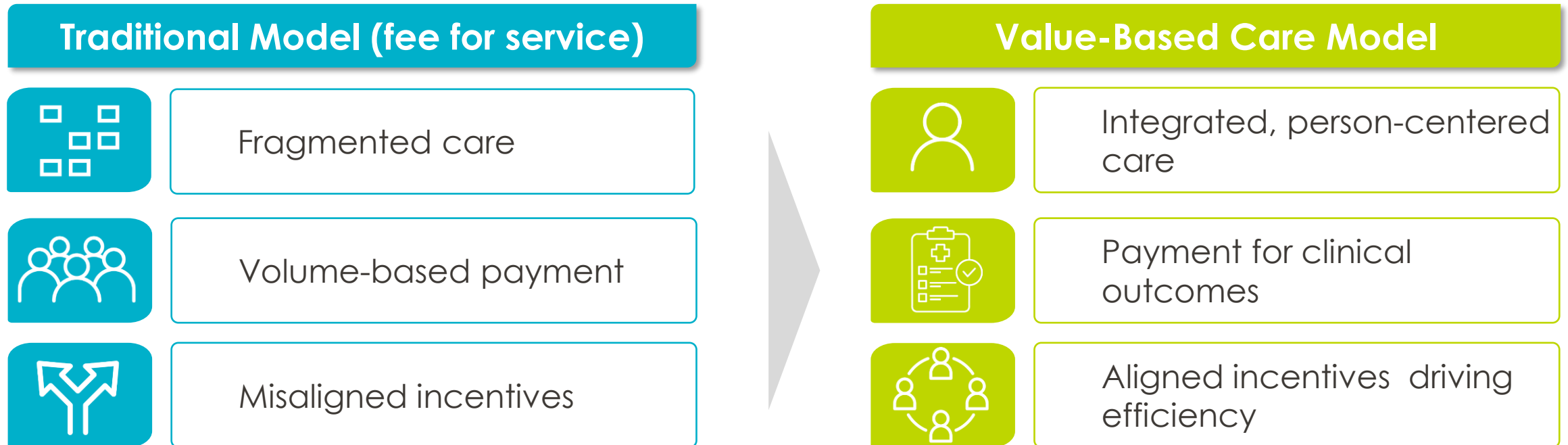
Discussion Panel:
Value-Based Care
Better Outcomes,
Better Economics

Suso Zamora, Executive Chairman & President
Rayet Harb, EVP of Operations
Moderator:
Lorenzo Massart, EVP of Strategy & ECM

Auna
2026
Investor
Day

October 22, 2026

Auna's Value-Based Care model aligns financial incentives with clinical outcomes to benefit patients



VBC is a fundamental pillar of the AunaWay.
It improves health outcomes and cost efficiencies by adhering to medical best practices

VBC is the structural solution to healthcare sustainability in LatAm, shifting care from volume to outcomes

Payers require cost predictability



Rising healthcare costs



Shift toward risk-sharing

Recurring revenue streams with improved collection visibility

Rising demand for high-acuity care



More chronic and complex care



Higher cost under traditional models

Captures value across integrated high-acuity care pathways

Aligning efficiency with health outcomes



Standardized, earlier care



Better outcomes at lower cost

Lower avoidable utilization while improving patient retention

Auna has the scale, capabilities and experience to lead Value-Based Care in Latin America

+14 Years of underwriting experience



~ 3.2 million lives protected



Accurate risk pricing



MLR control and predictable margins

Integrated network & research engine



Regional platform focused on high-acuity care



+104 active clinical trials



End-to-end patient journey

Predictable margins & scalable growth



Recurring revenues with lower public-sector DSO exposure



Limited CAPEX needed



Lower CAC and higher patient lifetime value

Together, these capabilities position Auna to become the leading Value-Based Care platform in Latin America

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