Digital strategy: Scaling the AunaWay Through Digital, Data and AI

Rayet Harb, *EVP of Operations, Auna*

Good morning, everyone. I am delighted to share with you how our digital strategy contributes to Auna's path forward. I want to be clear from the start, our digital strategy is deeply embedded into our company's AunaWay. Unlike the traditional approaches in Latin American healthcare, whereby custom IT solutions are built for every new clinic or country, our strategy is to build one scalable architecture for the region, reducing duplication and accelerating implementation.

This creates significant business impact across Auna's regional platform. It increases operational efficiency and drives sustainable growth. As we expand our platform, the marginal cost of deploying new technologies decreases, which strengthens our overall margins. At the same time, our digital architecture supports value-based care.

To execute this vision, we have structured our teams around three drivers that directly impact Auna's P&L in a measurable way: growth, efficiency, and patient outcomes.

First, our digital channels support growth by increasing the number of patients accessing our services. Through own channels and a regional CRM, we acquire patients more efficiently and at a lower cost, and this is measured directly by the sales leads originated by our digital channels.

Second, our digital strategy fosters efficiency. By automating operational tasks and digitizing the revenue cycle, we aim to lower our cost to serve and our revenue cycle base, while maintaining our clinical standards.

Third, regional digital initiatives increase patient engagement through omni-channel self-service across the patient journey, ensuring treatment continuity. One example is the Auna app, which will be on display as part of the tour at Clínica Delgado, later today. This app works with 15 functionalities and has 650,000 users, 110,000 of which are active users.

We place a strong focus on patient experience with NPS for healthcare services at 88 and 80 for our healthcare plan NPS.
While mining, analyzing, and employing data effectively delivers superior results, the data obtained through our regional integrated network is our competitive advantage. Unlike the rest of the industry, we are actively unifying our cooperation data and insights.

Today, this data advantage is driving cross-border synergies in three critical areas of Auna. First, revenue cycle management. By managing patient and payer contracts as

unified master data, we automate reconciliation and create a single billing-to-collection workflow.

Second, optimal external spend. We have transformed our procurement model using data-enabled analytics to track spending and for strategic sourcing, identifying product substitutions and tracking contract adherence across the region.

Third, revenue growth through commercial planning. We now rely on a single regional dashboard that monitors our commercial initiatives, sales performance and conversion rates. This gives our management team better visibility for demand planning. Using a large regional database, proactively, creates a competitive moat that is difficult to duplicate, enabling us to achieve efficiencies across our operations.

Now, let me explain the path forward with a strategy to become a robust digital system that is regionally integrated and scalable. This path follows three phases using a clear execution roadmap.

Today, we are consolidating quick wins, which include the implementation of regional capabilities and active AI initiatives. In the medium term, we are developing the scale of digital solutions aiming to implement AI across both clinical and back-office operations. Our long-term vision is to operate an integrated regional digital ecosystem that facilitates the scaling of Auna's regional platform and generates persistent P&L value over time.

Our digital roadmap for the future is possible because we invest in four shared capacities. These include unified master data, a scalable platform, AI as a strategic partner, and Auna's digital talent and culture of accountability. As we look at scalability, artificial intelligence is a vital strategic tool which must be evaluated and employed with discipline in a highly regulated industry like healthcare.

Our governance framework is built on four steps. First, strict selection. Every initiative is prioritized by a clear business case and is strictly governed to mitigate any regulatory risks. Second, agile co-creation. Our digital team works directly with our core medical and business talent to focus on practical, everyday efficiencies. Third, rapid deployment. We test minimum viable products in weeks and continuously track adoption. And finally, each AI initiative is weighed against its potential and must deliver auditable operational savings, revenue protection and growth.

Rigorous discipline has enabled us to safely deploy AI across Peru, Colombia, and Mexico. We have built in-house capabilities using vendors only selectively when we need to accelerate time-to-market, and each AI implementation is measured by the return it delivers to Auna.
Now, let me show you some AI use cases that are in deployment stages or are already driving efficiencies and cross-border synergies. For clinical note efficiency, we developed

Medvox, a tool to structure post-surgical notes. For billing accuracy, we are piloting the conversion of images and text into structured data to reduce the number of returned invoices. We use AI for smart scheduling for patient retention. For revenue cycle management, we are validating medical record completeness within 24 hours. Finally, we are deploying risk scoring for sales and admissions for revenue protection.

These examples show you that we use AI across different processes and maturity levels with a focus on verifiable results.

With those examples of use cases in mind, I would like to zoom in a successful AI case in Mexico. Traditionally, post-surgical documentation is a bottleneck and pain point for physicians. With Medvox, we have reduced the time doctors spend writing notes nearly to 85%. We have established a new time-to-document a standard of just five minutes, down from an average of 48 hours.

These improvements have also led to 60% fewer days in clinical records, which directly accelerates our billing and collection cycles. Given the success we have had in Mexico, we are now evaluating its deployment for Peru and Colombia.

I will conclude with our key takeaways. Every investment and initiative delivers real impact to Auna's bottom line, and we guarantee this in three ways.

First, we focus our investment purely on quantifiable value, strictly prioritizing initiatives that deliver tangible savings or incremental revenues. Second, business cases and KPIs underpin every single digital initiative. We define the expected value upfront and track execution through adoption and efficiency metrics. And third, we continuously review our digital portfolio, always reallocating resources toward initiatives with the strongest demonstrated returns.

Digital at Auna is a highly governed, scalable engine designed to drive our margins and accelerate our regional growth. Thank you very much.

[End Video]

Lorenzo Massart, *EVP of Strategy & ECM, Auna*

Great. Thank you, Rayet. Now we're going to go to the financial strategy section with Gisele, our CFO.