

4Q20 Results Conference Call

Karina Lozano:

Good afternoon everyone. Thank you very much for participating in the Alliar results videoconference for the 4Q20. I am Karina Lozano, the Company's Investor Relations Manager. Today, the following are present with us: Sami Foguel, our CEO and Investor Relations Director; Glauber Carmo, our CFO in transition, who will stay with us until the beginning of April; Dr. Gustavo Meireles, our new Medical Director; Karla Maciel, who will assume the position of CFO starting in April; and Gabriel Rozenberg, who will be DRI soon, and also Financial Planning, FP&A.

The broadcast is being live and at the end of the presentations we will have a question and answer session. To participate in Q&A, you can send your question through the chat that should be appearing on the left side of your screen. You can submit your question at any time, even during presentations.

Going to page two, we have some important notices. I want to stress that any statements regarding business prospects, projections and goals are beliefs and assumptions and are not guarantees of performance. They involve risks and uncertainties, as they refer to future events and, therefore, depend on factors external to the Company.

I also reinforce that any figures mentioned referring to 1Q21 are still managerial and unaudited numbers.

That said, now I will turn the floor over to Mr. Sami Foguel, our CEO. Please, Mr. Sami, you may proceed.

Sami Foguel:

I celebrate one year of my presence here at Alliar, and we are very pleased to present these results. It was an intense and challenging year, with a lot of entrepreneurship and a lot of construction, and this result celebrates a trajectory.

To resume, I am celebrating one year here today. A year ago I was making my first results *call*, the markets were melting and it was a super challenging day. It was a challenging period for Alliar, but we ended the year with a golden key, starting to have the results of everything we have built throughout this period.

I would like to celebrate and thank all the employees of Alliar, our partners, our shareholders for so much support, strength and belief, where together we have built this absolutely spectacular result.

These numbers were not by chance, they come from the consistency of execution, in themes that I already talked about exactly a year ago. If we listen to the March 2020 results *call*, there I traced the channels and growth paths. There, I was already talking about the private issue and used the words 'value proposition'. We were starting to try to offer value to individuals. This translated into the Aliança card and in the marketplace that was launched in July and we are already here with 135 thousand customers.

We were talking about the acceleration of iDR, the internalization of iDR, and the ability to really get that platform off the ground. We were already talking about the public sector, in addition to strengthening clinical analysis.

These levers, in fact, have been implemented. We have a very focused execution team addressing these factors, and it is starting to show results.

We have the highest revenue in history, not only in 4Q20, but in any quarter with BRL 316 million, a growth of 12% year over year. We have a record in the private segment, highly leveraged by the marketplace, our marketplace and Aliança card customers, with 112% year over year. A record in the iDR with 80% growth year over year.

As I mentioned on Alliar Day, in terms of new contracts, we entered 3 times higher in 2021 than in 2020. This revenue growth has a *lag*, which are the implementation of new contracts.

Record clinical analysis with 67% growth year over year and with BRL 62 million in revenue from clinical analysis. The entire omnicanality platform that goes from online appointments, which today we are about 10% online scheduling, which we didn't have last year. We implemented the IVR that is beginning to move towards close to 10% of online scheduling in the coming months.

So, very soon we will have 20% non-human interaction on our customers' interfaces versus a year ago. Even Alliar in your House, which is another spectrum of omnicanality, serving customers in their homes, and this is going really well and leveraging us.

Speaking of profitability, an EBITDA record of BRL 76 million, 12% year over year and a very robust impact on net income, which shows our capacity for operational leverage. A 12% revenue being transmitted with 12% in EBITDA and 70% in profit. Looking ahead, this confirms our vision of the potential, growth and profitability of Alliar's installed machine.

A very robust cash generation BRL 120 million *year to date*, BRL 229 million at the end of the period. It's worth reinforcing Alliar's capacity to generate cash, even in such a challenging year we ended in a very positive way.

Last but not least, the strengthening of our business purpose, which was something worked on over the past year. We started to cascade and that puts us at a new level of Alliar's aggregation, Alliar's purpose, and vision for the future.

You already know, but it is worth remembering, our business purpose was discussed on Alliar Day. We put it as a multiplatform that provides access to diagnostic medicine of excellence through technology and knowledge, acting on four platforms. Our physical network, our own network of clinics, 120 clinics in Brazil, with robust brands, known and appreciated as CDB, Multiscan, Multilab, Delfim, Axial, Plano and many others.

Our B2B remote operating platform, iDR, which is growing, our healthtech, *which* is undoubtedly one of the largest *healthtechs* in Brazil. The Aliança Card marketplace, a huge success. There isn't even a year to launch and we already have 135 thousand lives. It's not a promise, it's not something that will one day be successful, it is already a success. They aren't customers who 'fell', they aren't customers who were here. They are, in fact, new customers who have engaged in the marketplace, in the product. And on our public platform and PPPs.

We consolidated this vision with: "Alliar, precision for those who need it". Accuracy for those in need is a *white space* of very important positioning. We have some niches that are in the precision and very high income segments, and we have a segment that works for those who need it, often with precision and perhaps questionable quality.

What we believe we are, and we are more and more, is this balance. We have an unquestionable quality with great precision and we have the ambition to serve everyone who needs it. If we don't serve

everyone, we won't be fulfilling our mission. There are people who need us and we are not there and, if we don't do it with precision and quality, we won't fulfill our mission as well.

We will now talk about the revenue. As I mentioned, a 12% increase in revenue. It's the biggest year over year organic growth in Alliar's history and we broke this 3-year, basically *flat* trajectory and we are beginning this growth cycle that we have already commented on, with revenue of BRL 315 million in this last quarter of 2020.

The next page is important and shows the breakdown of revenue, where this revenue growth comes from and we see what we are proposing back there and the initial effects of that. So, 73% of this growth came from individuals in the marketplace, this is the breakdown, but in the year over year composition it's 112% already leveraged by the marketplace. A robust growth of more than 100% that shows how right we are on this path.

Our *core business* with 16% growth. Soon, we will see a break of clinical analysis and image, both growing. Público and PPPs contributed with 6% of this growth and iDR contributed 5% of this growth. In the yearly comparison there is 78% growth, but remembering that we already have a revenue load for the new contracts that are coming in and that have a few months for implementation.

So, what is important is that we set out to grow in these four segments and, in fact, we already see the contribution of these four platforms in the growth, which is very important from the point of view of strategy, diversification of payer sources and mitigation of execution risks of our growth strategy.

On the next page, we'll talk about product breakdown. Clinical analysis, which is something we talked about for a long time, which grew 67% year over year. It's obvious that there is a contribution of COVID tests that is very well regarded, but obviously we grew with or without COVID testing.

We launched Alliar at your home, accredited clinics throughout Brazil. Our brands have come to be recognized and there is still a lot to be done. Today, we have important knowledge everywhere in clinical analysis, not just in São Paulo. The image exams resuming the growth, a 3% growth, but obviously looking ahead, the expectation of this is to grow even more.

Speaking now of the marketplace and individuals, I have already commented on the 12% year over year growth in this sector. What counts is how successful the launch of the marketplace was. We were the first group of our relevance to think about it, to do this and to launch this. And as far as we know, we are the only one that is having commercial success in these proportions, in this *proposition*.

This speaks volumes about our vocation for access to all, Precision for those who need it. We are uniquely well positioned to serve this group in *this white-space*, which is not an *elitist* white-space or which will eventually compromise the accuracy of diagnoses. We started to do a pilot, which was a very strong vision of this possibility, in March, three months after my entry. We launched in all brands in July and, in March, we already have 135 thousand lives enjoying our marketplace.

We have just launched a new product, an insurance product that we distribute in our marketplace that covers hospitalization and funeral assistance, which is something that our customers have requested. So, we have completed the scope of assistance and access here. We were in the outpatient and consultation realm, and through insurance we now have hospital stays as well. Funeral assistance is something that concerns our audience as well. From BRL 5.90 per month we have this product, we have it in the family version.

We are already in several states where Alliar is not physically present. I had already commented on Alliar Day and by the end of the year we will have national coverage, with a pure card *play*. And what is the rationale for this? To serve our customers in their mobility needs and the needs of their

dependents. Often, a person is in São Paulo, but the dependent is in the Northeast, North or South. So, this scope allows for this flexibility. And, as we gain scale in these cities and places, we will be able to start thinking about a physical performance already from an established scale.

We will launch a new product, the 2.0 Card. I will talk about this a little later, but it is a card that will be positioned slightly above the current card and will incorporate some services. Obviously, from an image point of view, it will be a better product. It's a product that also comes at the request of our customers.

We will talk about our glorious iDR, which in fact doubled last year, in new contracts the revenue is already around 80% higher. What we got quite right was the iDR's internalization strategy. He is very well received in big centers in São Paulo and other capitals, and even more in the countryside of distant cities, as I mentioned Nova Mutum, 250 km from Cuiabá. We have an operation there, in Pará and in several places where there is a greater shortage of specialized technical and medical labor. We bring the Alliar quality to any place in Brazil and we are planning to expand that.

IQMR is a product that we announced at the end of last year, and we started offering it to our customers in a very interesting discussion *pipeline*. IQMR is a technology that speeds up magnetic resonance execution time by between 30% and 20%.

It is an impressive gain that we can give to our customers and, with this new product, we have an important avenue for growth, a very good belief. I will talk more about this also in relation to the growth impact on our *core business*.

Speaking of profitability, we had an almost immediate transmission of our revenue to our EBITDA. A record EBITDA of BRL 76 million, an increase of 12% year over year, are robust and historic figures for our home.

On the next page, an impressive impact on the bottom line of 71% year over year growth, a record recurring net income in Alliar's history, again, as unprecedented organic growth. This shows the capacity and opportunity for operational leverage, an increase in revenue that is transmitted to EBITDA basically, and multiplies in 5x, 6x or 7x in profit, which shows the importance and the capacity of the machine that Alliar has installed here and that will benefit from this growth.

On the next page, we will talk a little about our balance sheet, which had a lot of questions and discussions with analysts, the *buy* sides and with our individual investors, many of whom are accompanying us here, on the strength of Alliar. Alliar is extremely robust, with no worries from a cash and balance sheet point of view.

On the contrary, today Alliar's short-term debt is less than the debt of a year ago, only one third of the debt will mature in the next twelve months. At the end of last year we did a debenture restructuring process, providing liquidity to our debenture holders and unifying the debentures into a single issue. We have extended our debts and even rolled over the ones from the beginning of this year. A very robust cash position, Alliar generates a lot of cash, a very large coverage and the beginning of a financial deleveraging process.

It's worth mentioning that this increase in financial leverage was due, not to an increase in the Company's indebtedness, from the point of view of the need to take more debt for investments or something, but because of the lack of revenue we had and the industry had over months, at the end of 1Q20 and 2Q20.

We see very quickly that this is beginning to reverse signs in the 4Q and, naturally, with this growth and this robust cash generation also with an important speed, this returns to historical levels, appropriate levels from our point of view of financial leverage.

Our belief is based on several factors, one of which is the generation of operating cash. Even in a very difficult year, we generated BRL 120 million in cash, which shows our capacity. An operational cash conversion with an EBITDA percentage of 85% and, in the last quarter alone, we generated BRL 50 million in cash.

So, this company generates cash, fulfills its commitments, and it's a company that doesn't have short-term debt pressures. It's an important topic to be discussed and debated, and this Company has already entered a deleveraging trajectory that will naturally happen at an important speed in the coming quarters.

On the next page, we have a novelty from 2021 and I am super happy to be able to share it. We are back to investing, we are in a situation that allows us to return to invest after four years without investing in growth. It's an investment, initially focused on maximizing the use of our assets to optimize that EBITDA/profit conversion that we had.

Among some investments I would like to highlight five here. The first is iQMR. Again, iQMR is a technology. Alliar is responsible for representing iDR in Latin America. Over the past few months, we have tested three on high-occupancy machines here at Alliar. We are super happy with the results achieved, so happy that we bought another 30 licenses.

We will have 33 resonances of an occupation of Alliar, with gains between 20% and 30% of more exams. This is an important investment that we will make to put on 'shoes'. We believe that in order to sell a product we like, we use this product, we showcase this product, which will also leverage iDR sales. So, it's an important investment that we are making.

The second dimension has units here that have the capacity to invest and expand, whether with tomograph scanners, MRI scanners, ultrasound scanners, or other equipment and specialties. We have expanded again in this dimension, taking advantage of the current rent and facilities, or almost all current facilities.

We are adding specialties or increasing specialties of existing units, from ultrasound, to ABPM and Holter. Finally, a series of other specialties that brings us back to a very interesting growth mechanism.

In March, we will start selling specialization courses in this partnership with Afya, which again shows our entrepreneurial capacity for this new Alliar, an ability to execute and a capacity to promise and do. In December, we announced this partnership with Afya and the teams love to work together. I, in particular, am super happy with this partnership. We have already developed some courses and, in March, we will start these sales.

We bring the revenue from the courses, again, an installed base that is positive, but this also brings access to a wonderful clinical staff that comes from Afya and, who will become young talents, new talents. Some already mature talents that also approach our clinical staff and allow us to expand agendas and specialties within clinics throughout Brazil.

Last but not least, we will launch a new card product, Card 2.0, as we said, it will still have a commercial name. It is a product that comes from an order from our customers, they want to embed in the cards a few more things, such as telemedicine for sure and a few more things.

We are preparing a super special product that meets the needs of our customers. It's one that positions itself slightly above the price point of the current product. The current product remains and we will have two products on our platform.

We are testing other themes as well. In some units in Campo Grande, in Bahia, and in São Paulo we have started to test face-to-face service in our units. It is also a way to better occupy the assets that we have. So, we have the ability to create offices during off-peak hours and we are also testing this proposition for our Aliança card customers.

This closes a new cycle of return to investments, already thinking about future growth that are appropriate to our moment of cash and indebtedness, without compromising any of these things, but already creating the continuity of future growth.

On the next page, speaking of the news as well, I would like to welcome the three new members of our board, our executive committee, and I will let them all introduce themselves. Dr. Gustavo Meirelles, comes from a very robust experience and a very robust leadership in an important house here. He has a lot of energy, appreciating all the good that we have and challenging us with new possibilities for growth and quality. Anyway, it has been very good for the past two months. Gustavo, welcome to the group.

Carla Maciel, who also has a very solid experience in the sector and in the specialty and, certainly, is also starting to challenge us with opportunities to be even better. Welcome, Carla. I am also happy with your future entry here.

And, the new Investor Relations Director, Gabriel, has a strong experience in the sector. We have a team that makes up the current team with a deep experience in the sector. I will pass it on to them to introduce themselves.

Gustavo Meirelles:

Thank you very much, Sami. Good afternoon everyone. Thank you for joining us on today's date. My name is Gustavo Meirelles, I am the Medical Director of Grupo Alliar. With over 20 years of experience in the health sector and also experiences both in Brazil and internationally, having participated closely in all the transformations that the sector has undergone in recent times. I thank everyone who accompanies us today. It's a great pleasure for me to participate in my first disclosure of the Company's results.

As Sami said, although I have only been with the Company for two months, I have the impression that I have been part of the Group for much longer. I was very impressed with the dynamism, the capacity for transformation and the entrepreneurship of this team, engaged in making Grupo Alliar even better and bigger. As Medical Director, I will seek to leverage our revenues with the installed base, standardizing and optimizing schedules, incorporating innovative solutions that allow us to further improve the quality, effectiveness and productivity in diagnostics. Maintaining close relationships with our internal medical teams and also with our partner doctors. And, together with Afya Educacional, bring new sources of revenue, providing quality continuing medical education for all.

In summary, I focus on expanding and ensuring the delivery of our health services to the largest number of people, with high precision and quality. I am now pleased to pass the floor on to Carla Maciel, who is our new CFO, so that she can introduce herself. Again, thank you very much to everyone who accompanies us.

Carla Maciel:

Thank you, Dr Gustavo, for the word. I also take the opportunity to thank Sami and the other shareholders for the opportunity. Speaking a little about myself, I have a trajectory of more than 15 years in the area of Finance, Consulting and Auditing. I come from a previous experience as a CFO in the largest network of ophthalmological hospitals in Latin America. Alliar was already a company that I followed and, being in the same health sector, I know the pains and strengths very well.

I am very happy to participate in this phase of Alliar, this phase of resuming growth. It is really remarkable that even in an external and very troubling scenario, Alliar has been reinforcing its solidity and delivering consistent results. My focus of activity here, together with the other executives of the Company, is certainly to reinforce the generation of shareholder value, acting on fronts such as following the optimization of the Company's capital structure that we have seen in the last year.

Working hard on automation and review of *back office* processes that can generate even more efficiency than we have already been achieving in recent years. Working hard on the Company's tax planning, seeking to improve effective rates and also take advantage of all current tax programs.

So, in this pandemic period that the country is going through, the government has acted in order to have some fiscal programs that can benefit us during this year even more. I guess that's it in a nutshell, of course there are several other fronts we will be working on, but thanks again for the opportunity to join the Alliar team. I express my pride that, from now on, I am part of this family that I admire so much. I give the floor to Gabriel Rozenberg, who will also assist me in the financial planning part. You can introduce yourself, Gabriel, please. Thank you.

Gabriel Rozenberg:

Thank you, Carla. I'm Gabriel Rozenberg, good afternoon to everyone on our team and to our investors, listeners to this *call*. First of all, I would like to say that I am very happy with the opportunity to join the Alliar team. I come from an eight-year journey working as an IR and FP&A in a pharmaceutical retail company, and here I will perform the same functions.

I see in my arrival, a company with a long-term strategy very well structured and with a strong team to deliver this strategy. That was very clear to me when I saw Alliar Day. I think that was really remarkable, how well this strategy is structured.

Within the roles that I will exercise as Investor Relations Director, we will work to get even closer to our current investors and potential investors, both institutional and individuals. In the FP&A part, I will give all the necessary support to Carla and our team, whether in efficiency analysis, in the budget management itself or in the analysis of projects so that we can leverage the results of our Company.

The idea here is really to work in partnership with the Company's operations. To conclude my introduction, I would like to thank Sami and the other people who participated in my joining Alliar for the opportunity. I have a lot of confidence that it will be a journey of a lot of learning and delivery.

Taking the opportunity and going to the next slide, I would like to take a moment to talk a little about our upcoming events related to the Investor Relations area. On April 6, 7 and 8, we will have the Bradesco Brasil Investor Forum, with our participation. Sami will also participate with us, perhaps Karina. On April 26, we have our AGM and on May 13 we have the divulgation of 1Q21 results. With that, we can move on to the Q&A part.

Karina Lozano:

Thank you, Gabriel. Once again, welcome to all. Guys, again, to participate, send your questions right here by chat, on the left side of the screen.

Our first question comes from Ricardo Peixinho, of Targus Investimentos. He asks: "With the second wave and the *new* lockdowns, how are our units working? Do you expect a new temporary closure or time restrictions? In addition, are there hospitals that are restricting imaging exams due to the increase in cases of COVID? "

Sami Foguel:

Thank you for the question. In fact, thanks for the audience, we have more than 260 people accompanying us, a record number here. So far, we have not felt the impact in these proportions of the question, we have our clinics in full operation. I think it's worth remembering the difference from last year, both internally and externally.

From the external point of view, we have telemedicine and medical offices continue to operate, open and functioning. So, the triggering event for exams continues to happen, insurance continues to cover everything that is elective. Anyway, these are important differences here for our business. We have 'Alliar in your home' fully operational and functional, which we didn't have a year ago. We have the new businesses like the Aliança Card, the iDR at another level, the public ones operating.

So, all of our platforms remain 100% operational. We do see a change in *mix*, with some specialties much more in demand such as tomography, COVID exam and others. Others, of course, are a little less in demand. But, in general, our units remain open and, so far, we don't see any signs of change in our opening. I fear the protocols of care and removal within the units.

Anyway, we already operate and I think the population has already learned about the importance of continuing to take care of themselves. This is another absolutely essential factor. In the past, we had people who were not so aware of the importance of maintaining their elective exams and suffered consequences for that. And, we are not seeing this as a significant change in direction, to the contrary.

Karina Lozano:

Guys, we have four questions from Ricardo Kobayashi, of Safra. I'll do it one at a time. Ricardo asks about the growth of the iDR and the Aliança Card, if they are growths that continue to accelerate throughout the first quarter of this year. And, what are the expectations for 2021, in terms of percentage of revenue?

Sami Foguel:

Ricardo, thanks for the audience and the questions. We see a very positive first quarter, both in the iDR and in the Aliança Card. The Aliança Card, we have already shown the numbers and at the moment we have 135 thousand lives. We closed the year with 95 thousand lives, that speaks for itself and we have a few days to close the month.

The iDR already carries a natural growth in the contracts that entered and are already operational and the contracts that entered and are not yet operational. So, there is already a built-in growth in the implementation of the projects that took place throughout January and February and until now. But we also have new contracts, we continue with operations, new contracts, a robust growth *pipeline*, I believe we are doing very well.

Karina, a suggestion, just ask the three questions and I'll write them down. Perhaps it's more fluid here.

Karina Lozano:

Ricardo's second point is about the dilution of personnel and occupation costs, which he imagines are permanent dilutions. Regarding the reduction in maintenance costs, which was presented in the quarter, he is asking if it is sustainable or if there was something non-recurring?

His third question is about the contribution of COVID tests to revenue growth in 4Q. And, finally, he wants to know a little more about the detail of hospital stay insurance. How will this work for our end user? Which insurer are we partnering with? And, how does the coverage network issue work?

Sami Foguel:

We have a vision, speaking of the cost of digitization, that throughout the quarters and months we will always have an optimization of costs. It is something relative to revenue, we grow, the commercial iDR team grows and the card team grows. On the other hand, with the digitalization of our processes, led by Miguel and Messias, we are able to be much more efficient.

We spoke at Alliar Day about integrations with operators and we continue to integrate with operators. This brings an important service speed. Today, I already talked about URA's entry into our *call center* and now that is in my goal, Miguel's goal (40:38) and the team's goal. So, this whole digitization part is very important to attract new customers, more digital customers, and to decrease service costs.

In maintenance, we have a new team too, the Messiah structure, led by Carol. We have been working on a maintenance model looking for two elements: greater availability of the park; our goal is to have 1% to 2% more availability of the park at less cost. This increase in availability of the park is very important for us. And the cost, in terms of service, we have been doing subsequent negotiation processes and first-line service, too, with some internalizations that are *cost efficient* and bring greater availability to our park.

Moving on to the next question about the contribution of COVID tests. Obviously, they are positive, and what is positive is that Alliar has positioned itself so well in this segment, since it is not our original DNA, but more and more, clinical analyzes become, and more and more, we are an integrated *player* of clinical and image analysis.

We don't have a B2B, lab-to-lab business, so our positive and negative swing is less than the competition, which shows the robustness of the last quarter.

There is a contribution from the COVID tests, yes, in the growth, obviously, very welcome. We were pioneers in *drive-thru*. On April 12th and 13th, I already had a *drive thru* here in São Paulo, in Marselhesa, we were the first to launch.

Here in São Paulo, we are the only ones in the big cities to do a COVID test and deliver the result within 7 hours. This shows our entrepreneurship and our ability to do, in partnership with FIPE (42:40). But clinical analysis grows year over year, versus 2019 and versus 2018, in a robust way. So, we are growing with and without COVID testing.

Finally, regarding our insurance, it's a partnership with Metlife. A great relationship with Rafael, from Metlife. They made a very special product for us. It's pretty comprehensive coverage, coming from a company that is top-notch. Did you have any more questions, Karina, about insurance?

Karina Lozano:

No, we're done here.

Sami Foguel:

Our commercial model, which may not have appeared here, we do have a distribution commission for this product.

Karina Lozano:

Our next question comes from Flávio Bicca, from the Clube de Investimento Valor Futuro. He congratulates for the results and also welcomes new executives. He's asking about the issue of image exams. He asks how we can interpret this 3% growth year over year and how this line behaves.

Sami Foguel:

Thank you to all members of the Clube de Investimento. Thank you for the greetings. Looking ahead, this only shows the potential for the future. I think that this even more modest growth, as we move forward, will grow more. It will grow more because, first, we are expanding again, placing more equipment, as I said, ultrasound, ABPM and Holter. Anyway, this is an important capacity for the situation within the current base.

It will grow more because we are demanding 30 iQMR licenses for our resonances. It will grow more, obviously, with a little more time, with the vaccine, after that moment, the return to normal, and the imaging sector will grow again at more historic rhythms.

So, we think that this growth already shows the future potential of the sector. Dr. Gustavo also brings a series of provocations about the way we work in the medical-dependent disciplines today, a real ability to expand, given the current costs, with a reorganization of medical scales, a standardization of medical-dependent medical procedures, ultrasound among them.

We were also able to move to the next level of occupancy and availability for our customers. This is a job he is already leading and which we will consolidate in the coming months. So we see future growth in diagnostic imaging above this level over the next few quarters.

Karina Lozano:

Marcio Carneiro is asking about the projection of revenues and results of the partnership with Afya. And I will add another question also about Afya who also asks about *economics*, but also asks about which audience we hope to reach with this partnership.

Sami Foguel:

I will do the answer in two, I will take the first and, the second, I will ask Dr. Gustavo. Thank you for the question. We are not doing *forecast disclosure* here, from the point of view of revenues and results. What we can talk about is the rational, how it will happen. This partnership involves the division of EBITDAs of these results.

We enter our clinic schedules, our clinical staff and digital content. Afya comes in with its ability to package this, with the procedures, and with the sales and distribution. This business has an NLP, an EBITDA, and each one has half. It is an extremely fair partnership and one that aligns our incentives completely.

We have no incremental costs to serve these customers, they are very marginal. On the contrary, this allows us to open schedules on the weekend, Saturday and at less busy times to teach these shorter courses. Longer and more specialized courses are carried out within the existing timetable. So, it is

extremely accretive, and the size of that, we will monitor with acceptance over the next cycles. We don't want to have a crystal ball, either.

About the public, I will pass it on to Dr. Gustavo to complement the answer.

Gustavo Meirelles:

Thank you, Sami. Marcos, thanks for the question. I reinforce Sami's words, it has been a great pleasure to work with the Afya Educacional team. We share the same values and principles and, with respect to the public, we are a health care company. So, we think not only in the medical field. It is obvious that the medical area is one of the most impacted by the courses we intend to develop together, and we are already offering them starting in March, as Sami had already put it.

With the target audience of medical students, residents, 'specializing', recently graduated doctors and also graduated doctors who want a specific update. Besides the medical area, we will have courses focused on biomedical, nursing technicians, that is, the target audience are all those students, 'perfectionists', or already graduated health professionals.

In conclusion, as Sami said, we will have short courses and long courses with specialization and, which bring, in addition to this source of additional revenue, greater satisfaction and engagement for our doctors, who, in the vast majority, have a very strong academic and educational slant.

Karina Lozano:

Well folks, we received some other questions here, but in one way or another, they have already been answered by the previous questions. So, we will keep our Investor Relations channels open. These other questions will be interested individually, but before we close, it's back to Sami to make his closing remarks. Sami, please.

Sami Foguel:

Guys, thanks for the questions and the audience. I would like to convey a feeling from us and the whole team, our board and our shareholders, that we are extremely happy with the results of this quarter. We had record revenue, record EBITDA, record profit, we grew on all platforms, in our proposition. We grew in clinical analysis, we grew in image, iDR record, a record in the Aliança Card.

So, it is an important feeling of delivering value, but at the same time an awareness that this is very small, still close to our future ambition. This is the beginning of the future, the future has already started and we are at the first step.

I want to congratulate our entire team, our partners and our suppliers for the excellent work performed. Such a challenging year and we managed to come out stronger, stronger than we entered the pandemic period. I would like to give a special thanks to Glauber, who over the past year has been our CFO and has done a brilliant job on all lines and delivered the last historic quarter. And he will be with us until the end of March, in the delivery of another quarter.

Thank you, Glauber. On my behalf and on behalf of Alliar, congratulations. We are motivated by his next challenges and sad, at the same time, for not having him with us. Carla, you are very welcome. We are super happy to know that you are going to take our business to a new level, along with Gustavo, Gabriel and the whole team that joined in the last 6 to 10 months.

I would like to end with two special thanks. First, our shareholders who trusted in this ambitious project to double Alliar, a project that has already started to become a reality. Second, to our employees. To

you, thank you very much, you all are incredible. To our clinical staff, the medical community and all the fundamental pillars, what an incredible quarter, thank you very much. Thank you all for today's audience. Thank you very much and we'll see you soon.

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