



Grupo emi

LATAM

ILPA – February 2013

Confidential

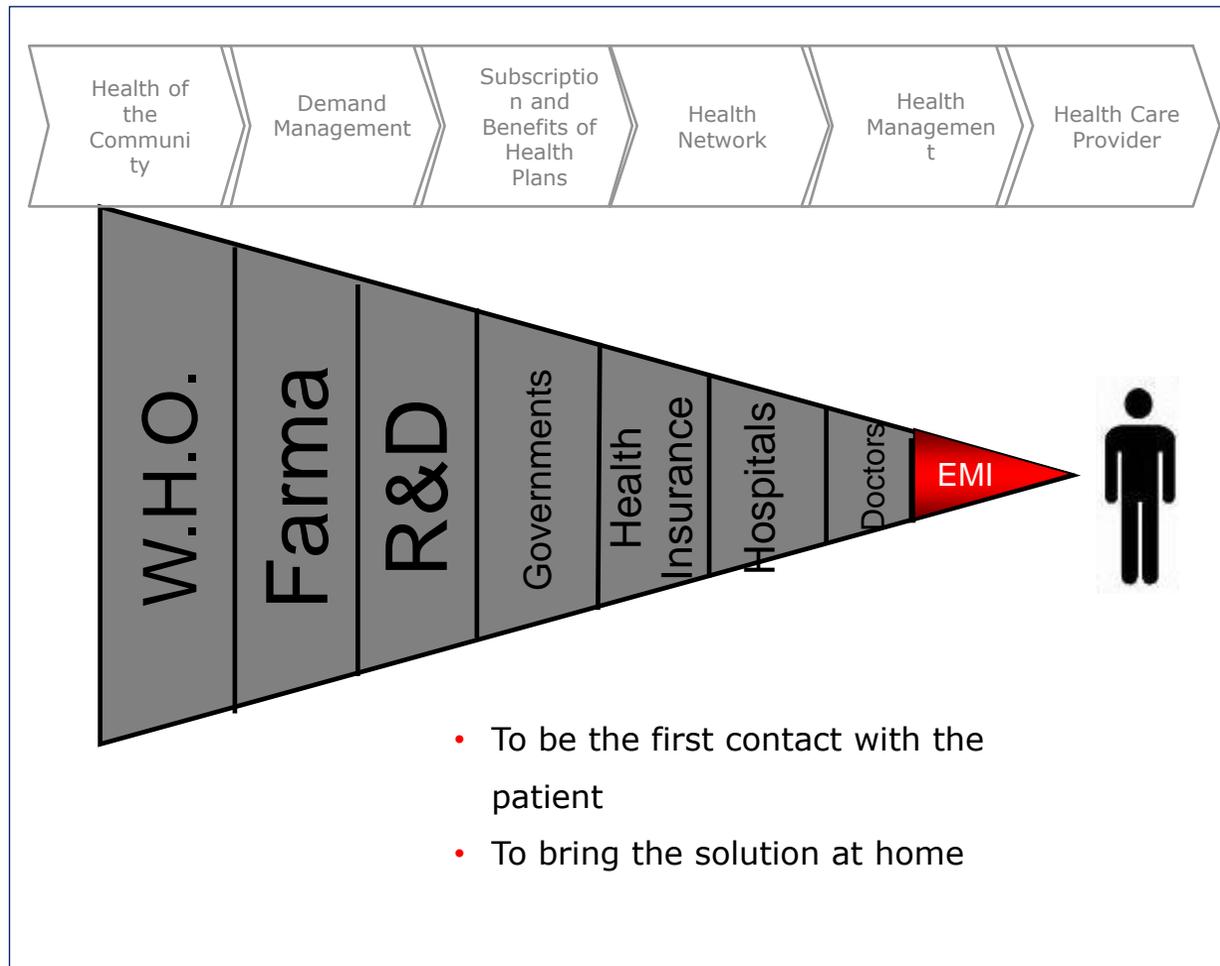
Investment rationale Tribeca vision

- **Colombia:**

- High healthcare coverage. Poor medical infrastructure.
- Limited access to healthcare services. Bottleneck in the delivery of services.
- Underdeveloped category: medical services at home

- **Company**

- Business model: health and emergency services at home.
- Company with good brand recognition and high-quality services



2006: emi Antioquia (medellin)



Subscribers: 118.506

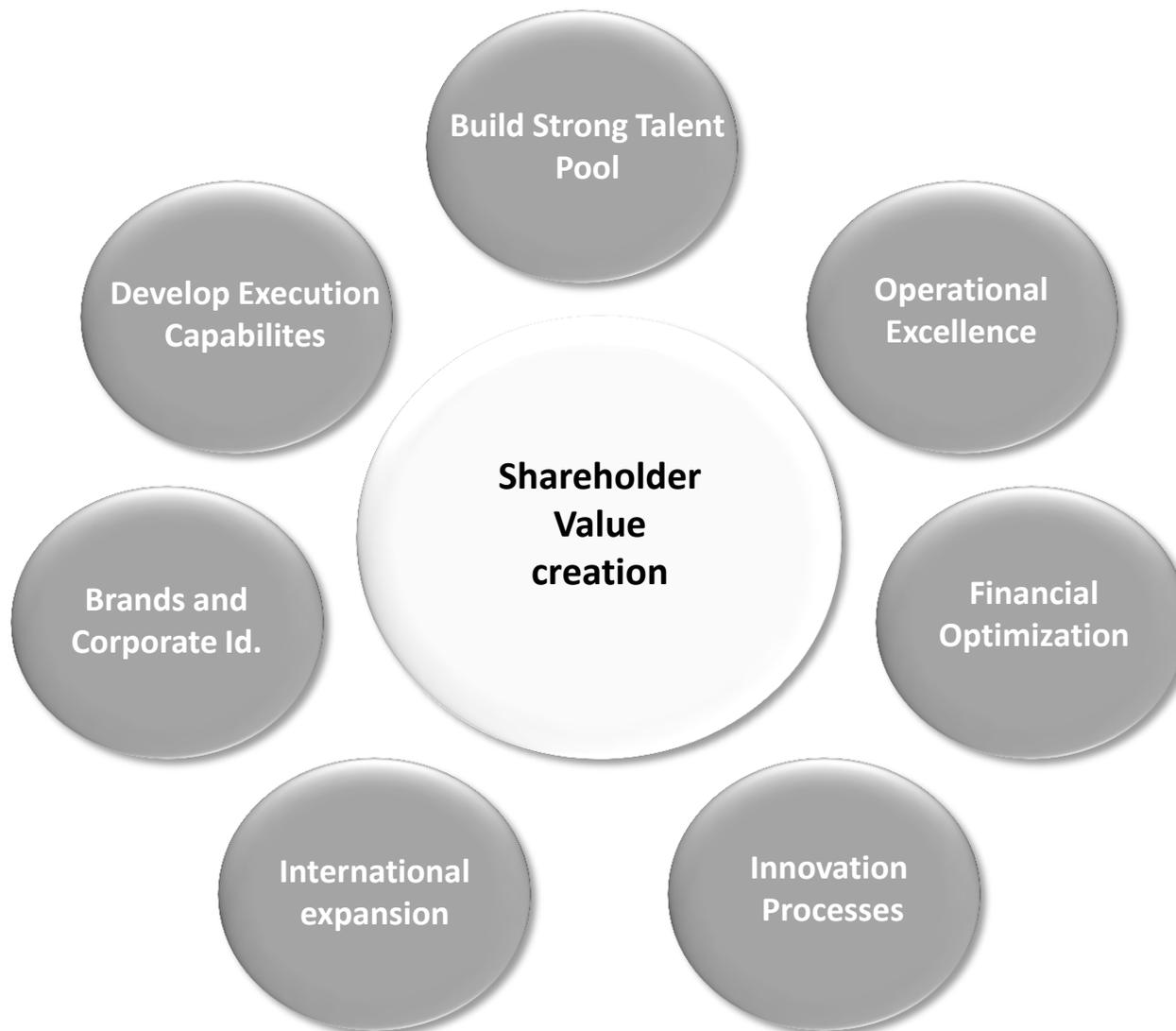
Revenue*: USD\$ 10.6 M

EBITDA*: USD\$ 1.7 M

%EBITDA: 16,5%

- Experienced management (medical and operations)
- High brand awareness and customer satisfaction
- No investment in marketing
- High margins and positive cash flow
- No debt
- 0% subscriber growth

Tribeca way: 7 steps for the creation of Value...



Build Strong Pool talent... Fix the brain

CEO

Yann Hedoux



- Mr. Hedoux has ample experience in company integration processes and mergers and acquisitions. He worked in the integration of Promodes and Carrefour in Spain and in Business Development in Carrefour France. He helped developed the growth and acquisition strategy of Carrefour in Latin America. Mr. Hedoux studied International Commerce in France

CFO

Mauricio Gaviria



- Mr. Gaviria has more than 14 years of experience in the Colombian healthcare industry. His most reason position was as CFO of Susalud, one of the largest Insurance and Prepaid Healthcare companies in Colombia. He studied Accounting and Business Administration in Medellin, and has a Healthcare Management Masters Degree

Sales VP

Fabio Rodriguez



- Mr. Rodriguez is experienced in distribution channels and managing sales forces in Multinational companies such as Nestlé, Varta and Wyeth Consumer Healthcare. He was Sales Manager in Wyeth and Varta and Head of Sales for Bogota Region in Nestlé. He has a title in Marketing and masters in Marketing and Sales Management from ESUMER and Javeriana University

M.D. Uruguay

Rosario Gonzalez



- Ms. Gonzalez has more than 16 years of experience in financial positions in Uruguay and Argentina. She worked as an accountant in a consulting firm and was CFO for Duty Free Operation Philip Morris Latin America. She was CFO of UCM since November 2006 and now managing director of ucm. Ms. Gonzalez studied Accounting and has an MBA from IAE in Argentina.

Build Strong Pool talent... Retention of talent

Ex MD Uruguay

Lilian Sierra



- Sierra Lilian conducted much of his career in the EMI group. Activity as assistant accountant, assistant manager step in 1997, chief accountant in 1998 and managing director in 2000. In 2007, Lilian Sierra was named general manager Venezuela. It ITECS industrial chemical analyst Cali and public accountant from St. Bonaventure University in Medellin

Ex MD Colombia -
Uruguay

Lorenzo Carrion



- Mr. Carrion is one of the most experienced professionals in emergency and home healthcare services in Latin America. He has founded and managed companies in Argentina, Uruguay, Colombia, Ecuador and Venezuela. He was CEO of EMI in Colombia and Ecuador since their creation. Mr. Carrion studied Business Administration in Uruguay.

Ex medical director

Paulo Zambrano



- Doctor Zambrano is a M.D. from Universidad de Antioquia, with masters in Emergency Medicine and Healthcare Management from Cesa University. He has worked for 7 years as chief medical officer in EMI Antioquia and recently was named Corporate Chief Medical Officer. He worked as emergency head in Medellín Clinic and San Vicente de Paul Hospital for 6 years.

I.T. Director

Pedro Fiorito

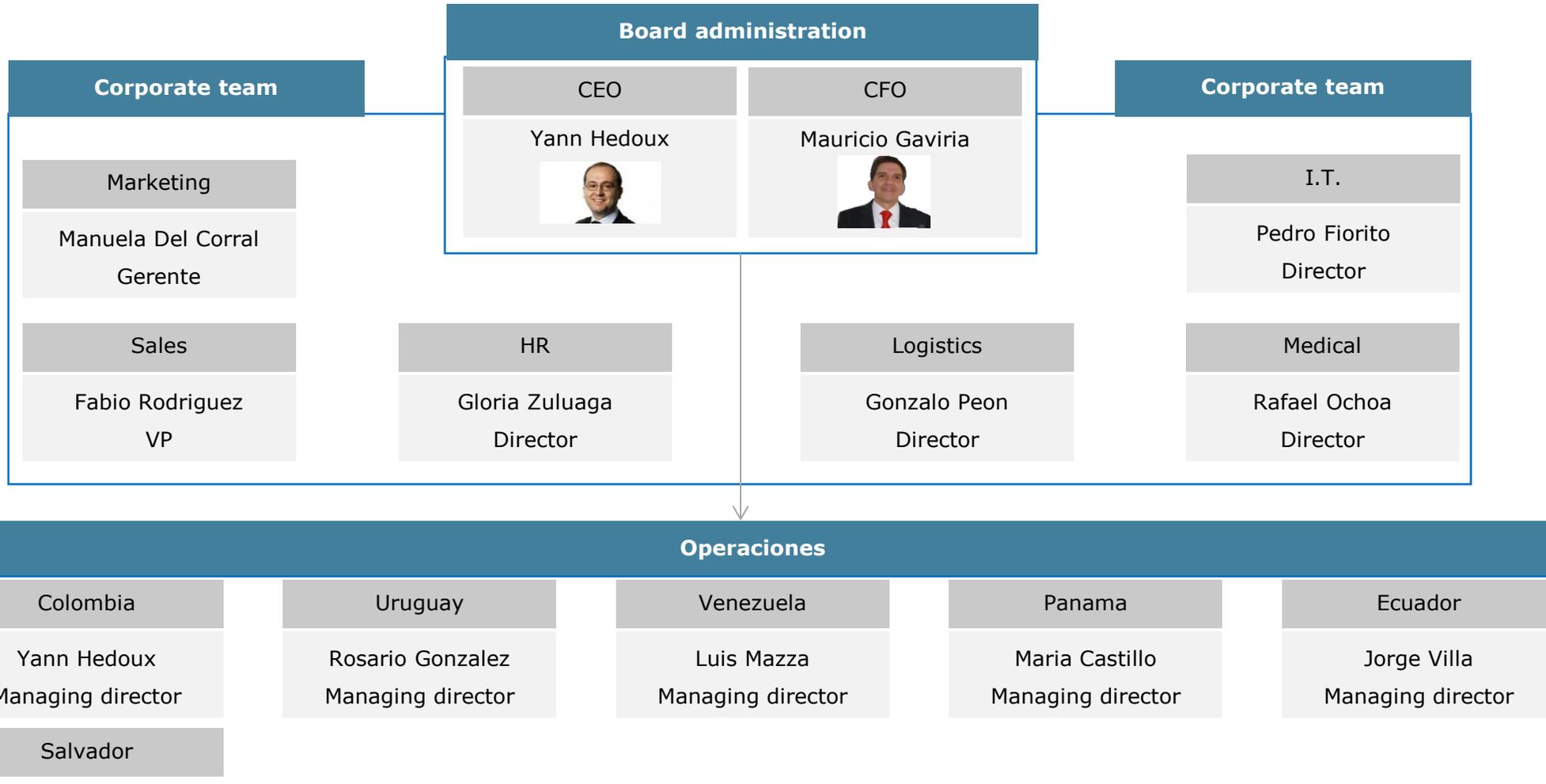


- Mr. Fiorito is in charge of corporate information technology and is leading the implementation of ERP, CRM and Affiliation software in all our operations. He has been CIO in UCM (EMI Uruguay) for the past 12 years, and was project leader for IS implementation in UCM Chile. He has 26 years of experience in IT, especially in the healthcare industry. Mr. Fiorito studied IT Engineering and IT Management in Argentina and Uruguay.

Build Strong Pool talent... New Talent

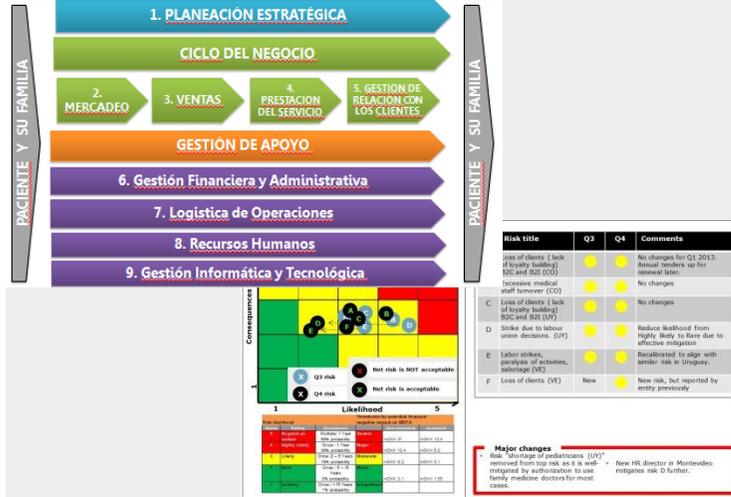
- Trainees programm
- Training
- HR programm
- Wanto to be attractive employers in the industry
- Blind pool of carry destinated to part of the team...(YH, MG...)
- Tribeca Institute

Build Strong Pool talent...



Operational Excellence

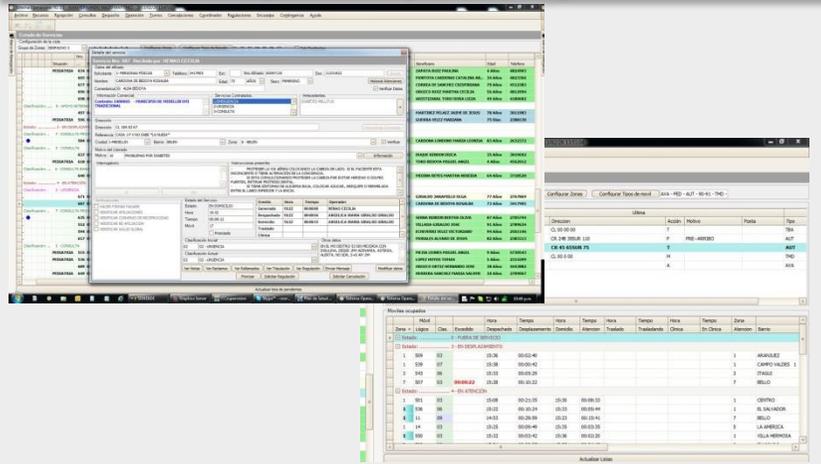
Procedures and Value chain



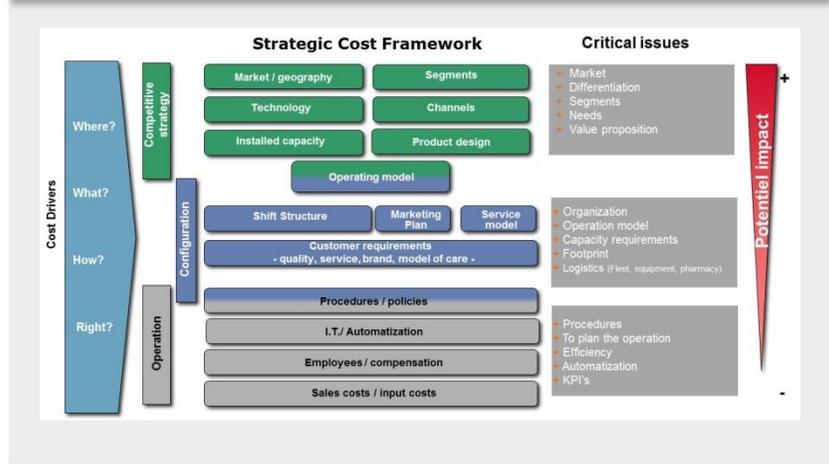
Sales: Customer, incentives & commissions...



Operational systems (inhouse)



Drivers of the business



Financial Optimization

- Renegotiated emi short term debt
- Issued USD\$ 18M bond to finance expansion
- New practices in collection department
- External control
- Internal audit
- Enhanced financial reporting

Innovation Processes

- Electronic Medical Journal
- Online application
- On-line medical appointments and follow-up
- History of patient in the cloud
- Direct communication with hospitals and insurance
- GPS



- Launching New Medical center concept in Uruguay
- Occupational health (Uruguay-Venezuela)
- Medical check up for executives
- Other Medical Specialists
- Profit center

International Expansion

2006



- emi antioquia (Medellin)

2007



- Colombia (Medellin – Cali – Bogota)
- Uruguay – Montevideo
- Ecuador Quito
- Panama
- Venezuela (Valencia – Barquisimeto – Puerto Cabello)

2010



- Colombia (Medellin – Cali – Bogota)
- Uruguay – Montevideo
- Ecuador Quito
- Panama
- Venezuela (Valencia – Barquisimeto – Puerto Cabello)
- Salvador

2011-12



- Colombia (Medellin – Cali – Bogota – Eje Cafetero)
- Uruguay – Montevideo
- Ecuador Quito
- Panama
- Venezuela (Valencia – Barquisimeto – Puerto Cabello)
- Salvador
- Coordinated with Falck
 - Chile: Falck Aprem : greenfield for mining
 - Falck Fire Brasil : greenfield fire airport

- Felipe Iragorri in charge of opportunities

Brands and Corporate Id.



Develop Execution Capabilities

- Implementation KPI's
- Variable compensation on KPIs and budget
- Weekly and monthly reviews
- Compensation and bonus based on indicators of the company
- Execution, execution...

March 31, 2011: Falck acquired 63,1% of emi and Falck decides to co-manage emi with Tribeca

Presence in 36 countries

Total revenue USD ~ 2 billion

More than 28,000 employees

~ 1,900 ambulances

...divided in four divisions

Emergency
(54% of revenue)



Training
(10% of revenue)



Assistance
(26% of revenue)



Healthcare
(10% of revenue)



- Leading international private provider of emergency, including:
 - Ambulance
 - Public fire fighting
 - Industrial fire fighting
 - Medical clinics

- Leading global provider of offshore and maritime safety training, including:
 - Sea survival
 - Fire fighting
 - Safety enclosures
 - Crisis management

- Leading Nordic provider of auto and home assistance services, including:
 - Auto assistance
 - Home assistance
 - Personal assistance

- Leading Danish provider of private healthcare services, including:
 - Employee assistance programs
 - Absence management
 - Jobservice
 - Staffing

March 31, 2011: Falck acquired 63,1% of emi and Falck decides to co-manage emi with Tribeca



Grupo emi LATAM - Overview



Grupo emi LATAM

- Who are we in 2012?
 - Ambulances & vehicles: 334
 - Total number of staff: 3.600
 - FTE area medical: 1,698
 - # events per year: 1,450,000
 - Lives saved: 10,000
 - 8 countries
 - 15 cities
 - 12,5 million potential subscribers
 - 900,000 subscribers
 - N°1 en Latam

Grupo emi LATAM - Core services

Core services

Emi Product prepaid

- Emergencies
- Urgencies
- Consults – home doctor
- Medical hotline
- International coverage Red emi y Red Siem

By events:

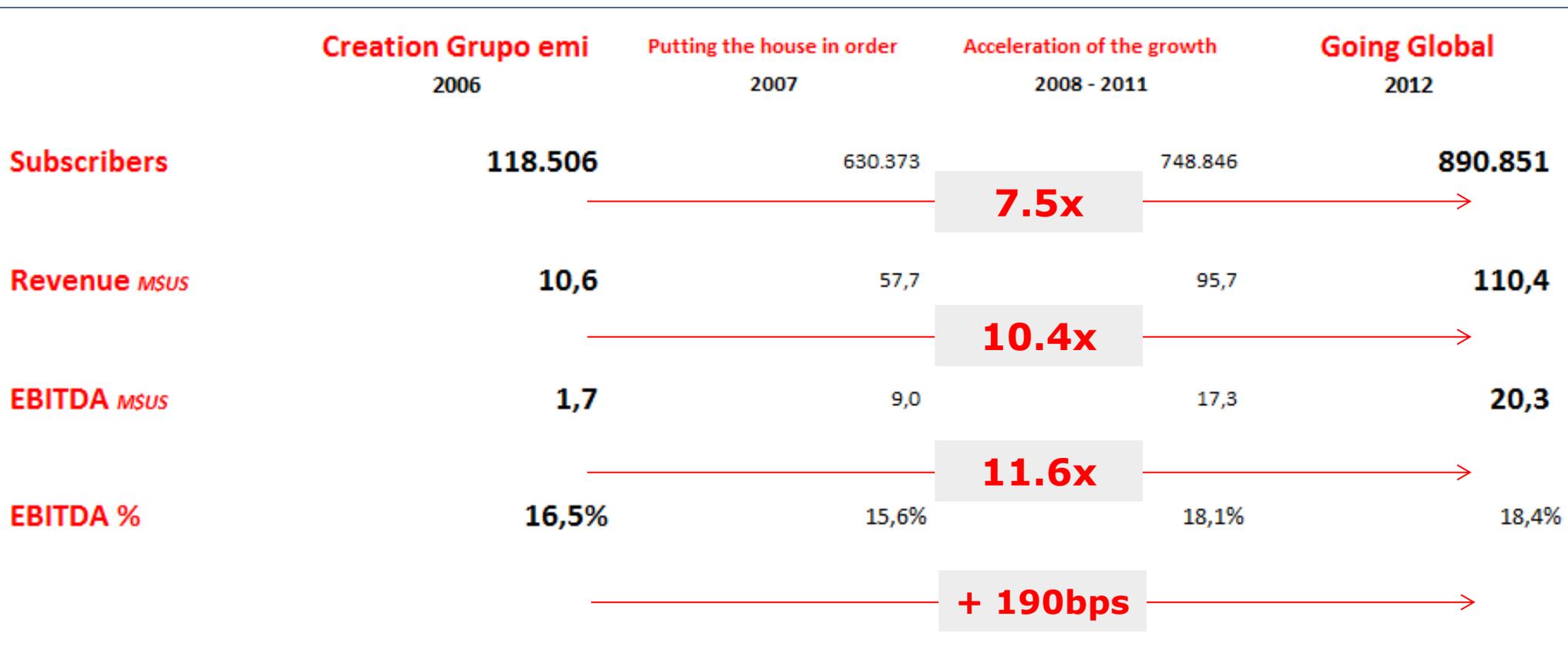
- Basic patient transfers
- Medicalize patient transfers
- Consults
- Home care (Nurse proceses)

Medical center and clinics:

- Examens
- GP
- Specialists consults
- Occupational health
- Medical check up



Highlights 2012 vs. 2006



Thanks