



**2013 Frost & Sullivan Latin American Healthcare IT
Company of the Year Award**



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2013

BEST
PRACTICES
AWARD

LATIN AMERICAN
HEALTHCARE IT
COMPANY OF THE YEAR AWARD

Frost & Sullivan's Global Research Platform

Frost & Sullivan is in its 50th year in business with a global research organization of 1,800 analysts and consultants who monitor more than 300 industries and 250,000 companies. The company's research philosophy originates with the CEO's 360-Degree Perspective™, which serves as the foundation of its TEAM Research™ methodology. This unique approach enables us to determine how best-in-class companies worldwide manage growth, innovation and leadership. Based on the findings of this Best Practices research, Frost & Sullivan is proud to present the 2013 Latin America Company of the Year Award in Healthcare Information Technology (IT) to Everis.

Significance of the Company of the Year Award

Key Industry Challenges Addressed by Competitive Strategy Leadership

Nowadays, healthcare information technologies (HC IT) provide the tools for improving medical institutions' workflow and patient medical treatment while decreasing human resource requirements and production costs. In this sense, it is possible to enumerate different IT modules, such as enterprise resource planning systems (ERP) for administrative procedures, laboratory information systems (LIS), radiology information systems (RIS) and electronic medical records (EMR), for clinical process improvements. The Latin American market, which is in an early stage of maturity, is gradually evolving towards developing state-of-the-art clinical IT solutions. In this context, healthcare IT vendors have to deal with three key challenges, which are as follows:

Different Customer Profiles

The Latin American HC IT market presents two kinds of stakeholders in public and private healthcare institutions. On one hand, there are skeptical and old-fashioned stakeholders that are not aware of the potential benefits of implementing an HC IT solution. On the other hand, there are stakeholders, including medical directors, chief information officers (CIOs) and chief medical officers (CMIOs), who keep themselves updated about the world-class HC IT solutions.

In other words, HC IT vendors must overcome the challenge of communicating the benefits of the offered solution to both old-fashioned and well-informed stakeholders. The former requires vendors to make strong efforts to educate healthcare institutions about the benefits of using IT solutions. The latter demands vendors to stay up-to-date with information on the current market developments while providing solutions that meet those specific client needs.

Demand for High Return on Investment (ROI) Ratios

Both private and public healthcare institutions have limited resources for developing IT-based solutions. This forces Chief Information Officers of hospitals to buy cost-effective HC

IT solutions from vendors outside. In such a scenario, price becomes a paramount element of consideration for hospitals when selecting their vendors. The ability to offer innovative solutions, deliver quality implementation services and high standard service level agreements while adhering to strict timelines within a cost-effective budget, is the challenge that most HC IT vendors face. Very few companies have combined their industry expertise with a well-balanced resource group in order to provide cost-effective solutions without compromising on both quality and timelines.

Different Healthcare Systems and Country Needs

Every Latin American country has a different healthcare system organization with detailed administrative requirements. Furthermore, Latin American countries show diverse healthcare situations with different needs and specific epidemiology risks.

HC IT vendors that focus on providing solutions to the whole region of Latin America must overcome the challenge of developing an IT platform that can be adaptable to each country and address healthcare institutions' needs while maintaining high quality standards and a sustainable business structure. Frost and Sullivan research shows that there are many HC IT companies that provide solutions locally (i.e. companies operating locally) and only a few that can, alone, operate at several countries in Latin America.

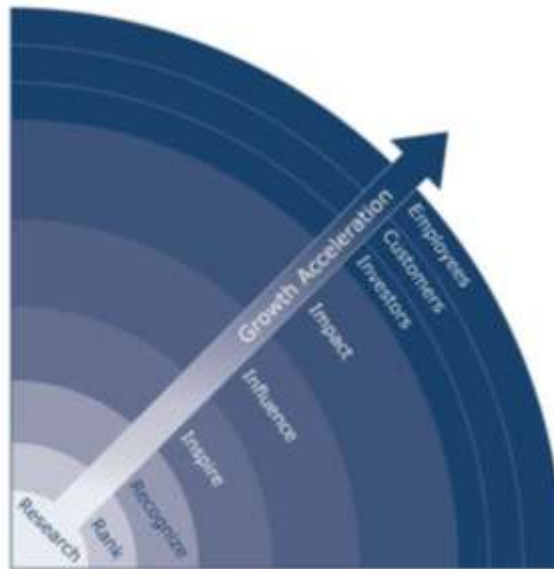
Impact of Company of the Year Award on Key Stakeholders

The Company of the Year Award is a prestigious recognition of Everis' accomplishments in Healthcare IT. An unbiased, third-party recognition can provide a profound impact in enhancing the brand value and accelerating Everis' growth. As captured in Chart 1 below, by researching, ranking, and recognizing those who deliver excellence and best practices in their respective endeavors, Frost & Sullivan hopes to inspire, influence, and impact three specific constituencies:

- **Investors**
Investors and shareholders always welcome unbiased and impartial third-party recognition. Similarly, prospective investors and shareholders are drawn to companies with a well-established reputation for excellence. Unbiased validation is the best and most credible way to showcase an organization worthy of investment.
- **Customers**
Third-party industry recognition has been proven to be the most effective way to assure customers that they are partnering with an organization that is leading in its field.
- **Employees**

This Award represents the creativity and dedication of Everis' executive team and employees. Such public recognition can boost morale and inspire your team to continue its best-in-class pursuit of a strong competitive position for Everis.

Chart 1: Best Practices Leverage for Growth Acceleration



Key Benchmarking Criteria for Company of the Year Award

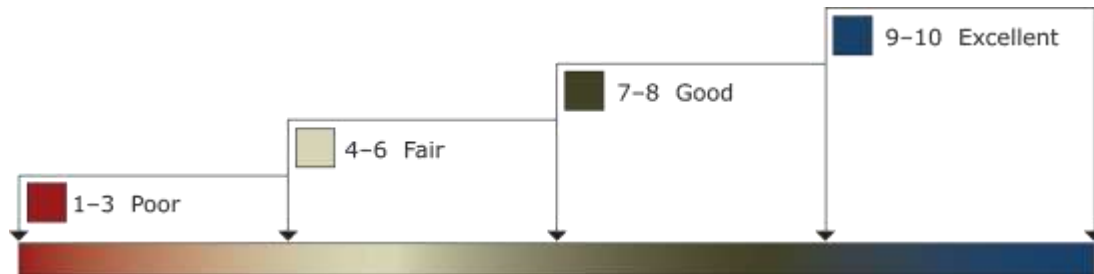
For the Company of the Year Award, the following criteria were used to benchmark Everis' performance against key competitors:

- Growth Strategy Excellence
- Growth Implementation Excellence
- Degree of Innovation with Products and Technologies
- Leadership in Customer Value
- Leadership in Market Penetration

Decision Support Matrix and Measurement Criteria

To support its evaluation of best practices across multiple business performance categories, Frost & Sullivan employs a customized Decision Support Matrix (DSM). The DSM is an analytical tool that compares companies' performance relative to each other with an integration of quantitative and qualitative metrics. The DSM features criteria unique to each Award category and ranks importance by assigning weights to each criterion. The relative weighting reflects current market conditions and illustrates the associated importance of each criterion according to Frost & Sullivan. Fundamentally, each DSM is distinct for each market and Award category. The DSM allows our research and consulting teams to objectively analyze each company's performance on each criterion relative to its top competitors and assign performance ratings on that basis. The DSM follows a 10-point scale that allows for nuances in performance evaluation; ratings guidelines are shown in Chart 2.

Chart 2: Performance-Based Ratings for Decision Support Matrix



This exercise encompasses all criteria, leading to a weighted average ranking of each company. Researchers can then easily identify the company with the highest ranking. As a final step, the research team confirms the veracity of the model by ensuring that small changes to the ratings for a specific criterion do not lead to a significant change in the overall relative rankings of the companies.

Chart 3: Frost & Sullivan's 10-Step Process for Identifying Award Recipients



Best Practice Award Analysis for Everis

The Decision Support Matrix, shown in Chart 4, illustrates the relative importance of each criterion for the Company of the Year Award and the ratings for each company under evaluation. To remain unbiased while also protecting the interests of the other organizations reviewed, we have chosen to refer to the other key players as Competitor 1 and Competitor 2.

Chart 4: Decision Support Matrix for Company of the Year Award

<i>Measurement of 1-10 (1 = lowest; 10 = highest)</i>	Award Criteria					
	Growth Strategy Excellence	Growth Implementation Excellence	Degree of Innovation with Products and Technologies	Leadership in Customer Value	Leadership in Market Penetration	Weighted Rating
Relative Weight (%)	20%	20%	20%	20%	20%	100%
Everis	9	9	10	9	7	8.8
Competitor 1	6	6	7	6	8	6.6
Competitor 2	5	6	6	6	7	6

Criterion 1: Growth Strategy Excellence

The Latin American HC IT market is in its early phase of maturity; therefore, implementation of effective strategies is of paramount importance for the company in achieving success with its clients, which are essentially healthcare organizations, and to educate skeptic stakeholders. In order to achieve these goals, a company must clearly understand the market dynamics as well as customer needs before devising its growth plans.

In 2012, Everis promoted the Latin American Healthcare IT Director to the position of the Global Healthcare IT Director; this move clearly denoted the interest of Everis in the Latin American HC IT market.

Frost & Sullivan's independent market analysis shows that Everis has clearly outperformed its direct competitors by way of proving excellence in growth strategies in the Latin American Healthcare IT market. Furthermore, Everis's value proposition for healthcare organizations cover the full cycle of services, which includes IT consulting, implementation of clinical & administrative solutions and IT & business process outsourcing. The complete "end-to-end" portfolio allows Everis to adapt its offered services to regional needs and market requirements

Criterion 2: Growth Implementation Excellence

Frost & Sullivan firmly believes that for any company, proper strategy implementation is critical to achieving growth excellence.

Implementation of the growth strategies at the right time is providing Everis with a significant competitive edge in the market. Everis has effectively implemented its growth strategy by offering a state-of-the-art HC IT platform– ehCOS launched in 2012-, and value-added services that include consulting services and process optimization analysis to its customers in Latin America. Frost & Sullivan research denotes that with such an initiative, Everis recorded a three-digit growth (150%) driven by the successful market acceptance of its, which represents the highest growth rate in the Latin American HC IT market in 2013. Remarkably, Everis has implemented healthcare IT solutions to many of the most recognized healthcare institutions in Mexico, Brazil, Chile and Argentina.

Criterion 3: Degree of Innovation with Products and Technologies

The Everis Suite of ehCOS includes all healthcare business components that healthcare institutions require in both clinical and administrative layers; this complete clinic framework is a healthcare application architecture that can be customized to suit the specific needs of a healthcare institution.

Everis is making continuous investments for improving the software of the ehCOS framework as a state-of-the-art solution that is completely aligned with current IT trends, such as Bring Your Own Device (BYOD) and social network collaboration.

Criterion 4: Leadership in Customer Value

Everis has a proven record of successful implementations of HC IT solutions across Latin America and the number of its clients is, as a result, rapidly increasing. Chief Information Officers from both public and private institutions opine that Everis' services satisfy all the requirements, such as certifications, support, upgrades and consulting services.

In contrast against other competitors in the Latin American space, Everis' implementations of its ehCOS platform show a short period of implementation time of less than 1 year. "Our state public healthcare system assists 1.3 million of people in a network that includes a general hospital and five primary care institutions. In December 2012, Everis started implementing ehCOS in our healthcare institution without IT infrastructure and, few months later, we are testing the platform" said the Public Healthcare Chief Operating Officer.

Criterion 5: Leadership in Market Penetration

Everis is a relatively new player in the Latin American market. However, there are only few companies in the market that cover all the countries within the entire Latin American region. Everis has implemented its HC IT solutions in the most important countries within Latin America- namely Mexico, Argentina, Brazil, Colombia and Chile.

Conclusion

Healthcare information technologies (HC IT) provide the tools for improving medical institutions' workflow and patient medical treatment while decreasing human resource requirements and production costs. In 2012, Everis launched ehCOS an innovative hospital information system that provides numerous administrative and clinical IT modules.

Frost & Sullivan research highlighted three key challenges that Everis has been able to overcome:

Everis has developed different approaches depending on the customer profiles while maintaining a coherence communication message. In this sense, Everis has been able to

evangelize old-fashion stakeholders to understand the benefits of using HC IT solutions. Everis has been sponsor of main industry events and has organized training sessions for healthcare and IT professionals.

Everis offers a highly adaptable HC IT solution– ehCOS- that can respond to the diverse budgets of different healthcare institutions. Also, Everis provides value-added services prior the solution implementation to improve healthcare institutions' operations. As a result, the customer enjoys high ROI ratios.

Everis has successfully penetrated most of the important countries in Latin America, such as Mexico, Chile, Brazil and Argentina, with its ehCOS platform solution. Everis has distinctly proved its capability to not only operate in each of the Latin American countries but also customize the HC IT solutions to address the specific needs of healthcare institutions of any country within the Latin American region

Based on Frost & Sullivan's independent analysis of the Latin American healthcare information technology market, Everis has successfully emerged as the deserving recipient of the 2013 Frost & Sullivan Company of the Year Award in the Latin Healthcare IT Market.

The CEO 360-Degree Perspective™ - Visionary Platform for Growth Strategies

The CEO 360-Degree Perspective™ model provides a clear illustration of the complex business universe in which CEOs and their management teams live today. It represents the foundation of Frost & Sullivan's global research organization and provides the basis on which companies can gain a visionary and strategic understanding of the market. The CEO 360-Degree Perspective™ is also a “must-have” requirement for the identification and analysis of best-practice performance by industry leaders.

The CEO 360-Degree Perspective™ model enables our clients to gain a comprehensive, action-oriented understanding of market evolution and its implications for their companies’ growth strategies. As illustrated in Chart 5 below, the following six-step process outlines how our researchers and consultants embed the CEO 360-Degree Perspective™ into their analyses and recommendations.

Chart 5: How the CEO's 360-Degree Perspective™ Model Directs Our Research



Critical Importance of TEAM Research

Frost & Sullivan's TEAM Research methodology represents the analytical rigor of our research process. It offers a 360-degree view of industry challenges, trends, and issues by integrating all seven of Frost & Sullivan's research methodologies. Our experience has shown over the years that companies too often make important growth decisions based on a narrow understanding of their environment, leading to errors of both omission and commission. Frost & Sullivan contends that successful growth strategies are founded on a thorough understanding of market, technical, economic, financial, customer, best practices, and demographic analyses. In that vein, the letters T, E, A and M reflect our core technical, economic, applied (financial and best practices) and market analyses. The integration of these research disciplines into the TEAM Research methodology provides an evaluation platform for benchmarking industry players and for creating high-potential growth strategies for our clients.

Chart 6: Benchmarking Performance with TEAM Research



About Frost & Sullivan

Frost & Sullivan, the Growth Partnership Company, enables clients to accelerate growth and achieve best-in-class positions in growth, innovation and leadership. The company's Growth Partnership Service provides the CEO and the CEO's Growth Team with disciplined research and best-practice models to drive the generation, evaluation and implementation of powerful growth strategies. Frost & Sullivan leverages 50 years of experience in partnering with Global 1000 companies, emerging businesses and the investment community from more than 40 offices on six continents. To join our Growth Partnership, please visit <http://www.frost.com>.