



ANNUAL REPORT 2020

More than 20 years
committed to
health's transformation

We are pleased to present, once again, **the annual report of Antares Consulting**, which includes the highlights of the year 2020. We would like to share the most relevant information and facts of our company with the professionals and organizations with which we have had the opportunity to collaborate, as well as with the rest of the agents of the health sector to which we feel committed.

2020 has been an exceptional year, marked by the arrival of the SARS-CoV-2 coronavirus. Its outbreak in March forced us to reformulate our day-to-day operations almost immediately, to modify the way we work and to adopt the necessary mechanisms to ensure the quality of our services and to provide continuity in our relations with our customers.

This has undoubtedly been a challenging situation for us.

Despite the pandemic year, we have a favorable internal evaluation and a positive overall balance for the year 2020: we have developed **153 projects in 9 countries**, and with **27 new clients**; figures that have allowed us to surpass **the 2,700 projects carried out since 1998**.

We have also continued to share and discuss the most strategic issues of the day with professionals and recognized experts in the health sector, through events that we have organized at national and international level.

We have also published 4 positioning reports on the sector, true to our motto "**Translational Knowledge in Healthcare**".

We would like to thank our more than 790 clients for the trust they have placed in Antares Consulting and especially all those who have done so in this year marked by the health crisis caused by the pandemic.

We would also like to acknowledge the excellent work and commitment of the professionals who have worked with us to make 2020 such an achievement.

We will continue to work with the same dedication and commitment that we have shown so far to continue to position ourselves as a leading company and international benchmark in the field of specialized consulting in the health sector.

We hope that reading our report will be useful to you.

Yours cordially,



Eduard Portella
President



Joan Barrubés
Chief Executive Officer

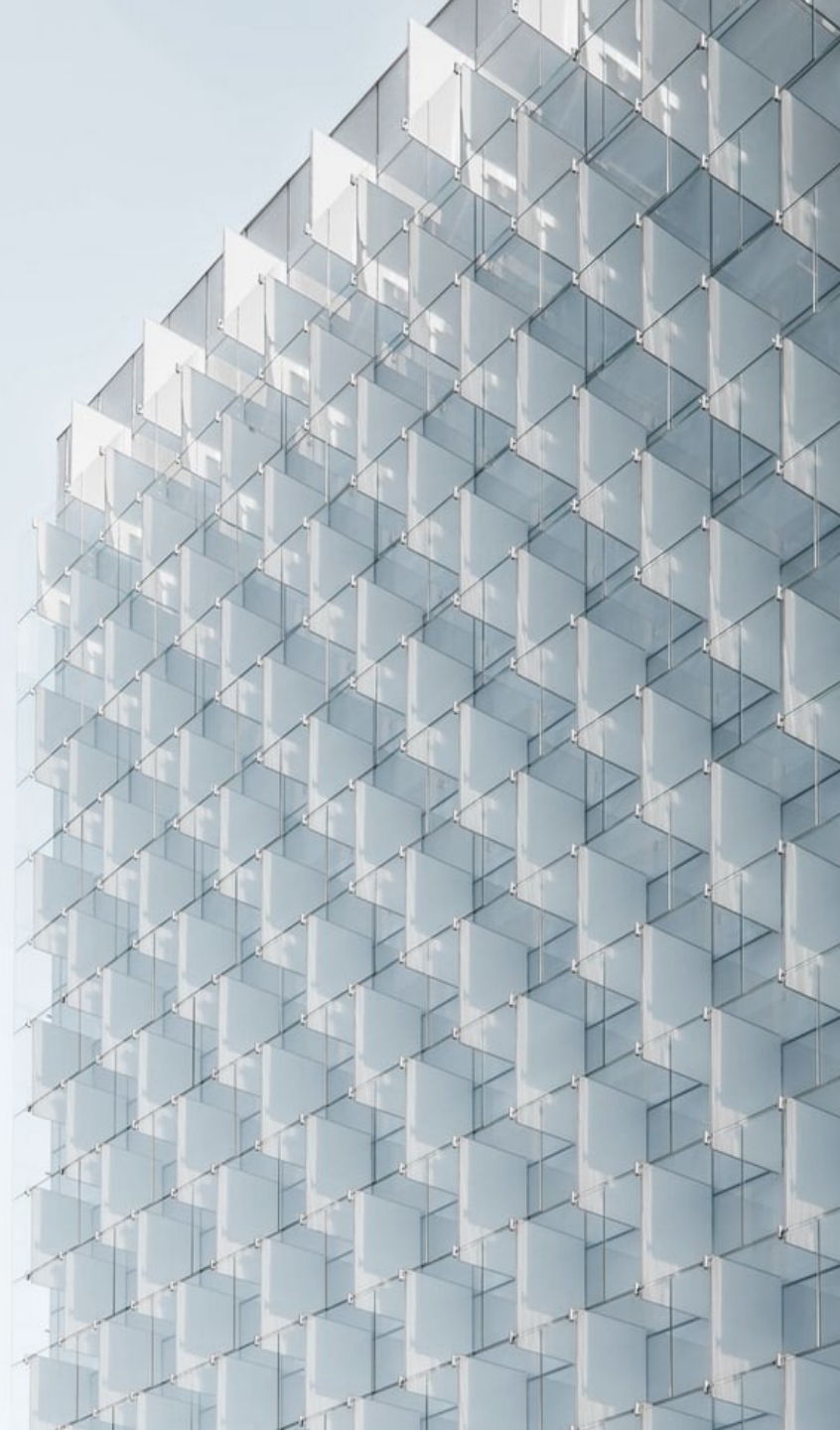


Ladislao Honrubia
Chief Executive Officer

1

OUR MANAGEMENT TEAM

A multidisciplinary team
of experts in the sector and
with international presence
that allows us a high capacity
of adaptation to
different environments.





Eduard Portella. President



Joan Barrubés. Partner



Ladislao Honrubia. Partner



Andrée Barreteau. Partner



Oscar Día. Partner



Paula Rodrigues. Partner



Marta de Vicente. Associate Director



Jean-Luc Brosson. Director



Marc Van Uytven. Associate Director



Lluís Triquell. Associate Director

2

FIGURES 2020



2020

153 Projects

9 Countries

27 New clients

4 Reports



1998 - 2020

2777 Projects

793 Clients

27 Different countries

Algeria, Angola, Andorra, Belgium, Bolivia, Brazil, Bulgaria, Cape Verde, Colombia, Chile, Dominican Republic, France, Gabon, Iraq, Italy, Luxembourg, Macedonia, Mexico, Montenegro, Morocco, Mozambique, Peru, Portugal, Rwanda, Rwanda, Spain, Sri Lanka, Switzerland

More than 20 years of experience that position us as a **leading company and international reference in the field of specialized consulting in the health sector.**

3

ABOUT
ANTARES
CONSULTING



Antares Consulting is an international consulting company specialized in the fields of health, life sciences, social and social-healthcare services.



OUR VALUES

- ✓ Commitment
- ✓ Autonomy
- ✓ Daring
- ✓ Cooperation
- ✓ Integrity



50

Highly qualified and specialized consultants



6 OFFICES IN:

Madrid - Barcelona - Brussels

Lisbon - Paris - La Paz

From these offices, we also have a stable presence in other countries.

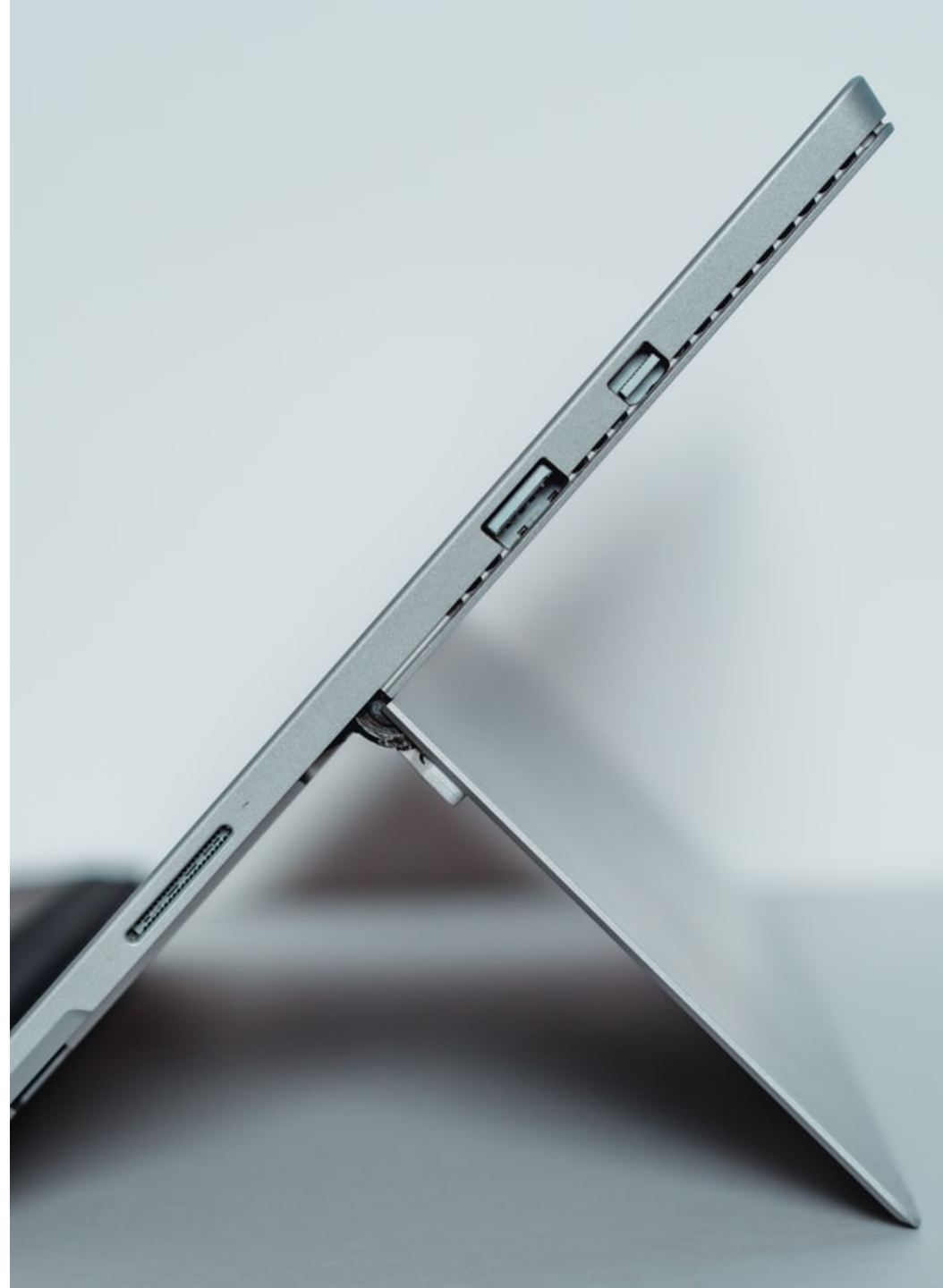


STRENGTHS OF OUR TEAM

- ✓ Professionalism
- ✓ Responsibility
- ✓ Knowledge
- ✓ Expertise

4

OUR **CLIENTS**
IN 2020



We have developed our activity in all areas of the health sector, with different agents.
We have collaborated with a significant number of clients, expanding and diversifying our sectorial scope.

Distribution of our activity:

56% Public administrations, health regulatory organizations and public health service providers

Spain: CatLab, Departament de Salut, Hospital Sant Joan de Déu

Belgium: SPF Santé Publique, AZ Turnhout vzw, E17-ziekenhuisnetwerk, Jan Yperman Ziekenhuis, Ziekenhuis Netwerk Antwerpen, Centre Hospitalier Jean Titeca

Luxembourg: Caisse Nationale de Santé du Luxembourg, Hôpitaux Robert Schuman, Centre Hospitalier du Luxembourg

Portugal: Administração Regional de Saúde de Lisboa e Vale do Tejo, Administração Regional de Saúde do Alentejo, Centro Hospitalar Universitário de Lisboa Norte, Centro Hospitalar de Lisboa Ocidental, Hospital Garcia de Orta

Mozambique: Organización Mundial de la Salud,

Bolivia: Ministerio de Salud de Bolivia

Switzerland: Ensemble Hospitalier de La Côte

3% Associations

Spain: Asociación Española de Cirujanos, Colegio Oficial de Farmacéuticos de Valencia, Colegio Oficial de Ingenieros Industriales, Fundación Luzón, Col·legi Oficial Infermeria Barcelona

Belgium: Association Belge des Directeurs d'hôpitaux (ABDH) - Belgische Vereniging van Ziekenhuisdirecteurs, Association Belge des Syndicats Médicaux (ABSyM) / Belgische Vereniging van Artsensyndicaten (BVAS)

Switzerland: Fédération des Hôpitaux (FHVI)

Portugal: APIFARMA - Associação Portuguesa da Indústria Farmacêutica

20% Private healthcare providers, social and social-health services, and healthcare investment and financing groups

Spain: Cofinimmo, Healthcare Activos, Korian, Vithas, Sacyr Social, Crédit Mutuel

France: Association SERVIR, Cofinimmo,, Association pour l'insertion sociale et professionnelle des personnes handicapées (LADAPT)

Portugal: SCML – Santa Casa da Misericórdia de Lisboa

Bolivia: Banco Interamericano de Desarrollo,

Peru: Vinci Construction Grands Projets

10% Organizations and institutions related to R+D+i and entrepreneurship and companies in the development phase

Spain: Comisión Europea, ESADECreapolis, Fundación pública andaluza para gestión de la investigación en salud de Sevilla (FISEVI), Fundación para el conocimiento Madrimasd, Universidad de Sevilla, Centro Europeo de Empresas e Innovación de Navarra (CEIN)

France: Anam'note, Laing Buisson, Société Henri-Poincare

Portugal: Algarve Biomedical Center (ABC), Nova Medical School (NMS)

11% Empresas del ámbito de la tecnología médica y de la industria farmacéutica y biomédica

Spain: Astellas Pharma , Astra Zeneca, GE Healthcare, Gilead, Roche Farma, Biomerieux, Stryker, Resmed

Belgium: Baxter Belgium, Johnson & Johnson

5
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2020
WORK **LINES**





We collaborate with healthcare providers in:

- ✓ Establish the development objectives of the institutions and/or their services and specialties,
- ✓ Rethink organizational models, reform projects and governance models,
- ✓ Evaluate and program infrastructure projects,
- ✓ Design and implement incentive and professional development models,
- ✓ Leverage the availability of ICT to rethink performance and new ways of working,
- ✓ Improve operations and efficiency,
- ✓ Optimize the experience of patients and service users,
- ✓ Reduce clinical risks and ensure patient safety.



We collaborate with regulatory agencies and funders of the health sector in:

- ✓ Define public policies and priorities of the regulator,
- ✓ Define the territorial organization of health services,
- ✓ Plan the necessary resources to meet the needs of the population,
- ✓ To promote the development of care integration models,
- ✓ Measuring health outcomes and value added,
- ✓ Defining the mechanisms for financing the activity.



We collaborate with home care organizations and social-healthcare facilities in:

- ✓ Adapt the model of support and care to the new values of society and the new demographic and epidemiological situations,
- ✓ Diversify and innovate in the portfolio of services,
- ✓ Dimensioning the necessary resources based on the needs of users,
- ✓ Advancing in the creation of integrated care networks with healthcare stakeholders,
- ✓ Facilitate the digital transformation of organizations,
- ✓ Encourage the empowerment of users.



We help pharmaceutical, biotechnology and health technology companies to:

- ✓ Facilitate access to the different decision-makers in healthcare institutions,
- ✓ Structuring collaboration models with healthcare institutions, regulators and funders,
- ✓ Elaborate patient pathways and identify the keys to the integrated management of high-impact pathologies,
- ✓ Create and manage observatories and maps of resources and indicators,
- ✓ Develop a portfolio of services to transform health care pharmacy with professionalism.



We collaborate with Investor and Financial Groups in Healthcare, transforming our sector knowledge into high-value development and investment strategies for:

- ✓ Understand the future trends, regulatory changes and market risks of an investment opportunity,
- ✓ Analyze the competitive positioning of a company and make a correct assessment of its growth potential,
- ✓ Design value creation strategies for market entry, growth and diversification,
- ✓ Integrate business development strategy with financial implementation.



We accompany research centers and innovation platforms to:

- ✓ Establish research priorities and related lines of work,
- ✓ Structuring the research and innovation management and governance model,
- ✓ Participate in the process of technology transfer and valorization of projects,
- ✓ Support the promotion of initiatives in the development phase for start-ups and spin-offs,
- ✓ Diversify the source of funding.



We accompany professional societies and patient associations to:

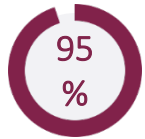
- ✓ Establish its development objectives and structure its management and governance model,
- ✓ To favor the creation of specialized knowledge and its distribution,
- ✓ To create community and connect people with common interests,
- ✓ Encourage patient participation and empowerment.

6

CUSTOMER
EXPERIENCE
2020



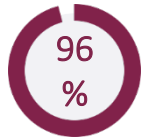
Our quality system allows us to analyze, evaluate our work and guarantee the best service to our customers.



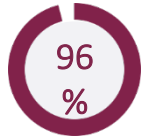
It evaluates as "very good" or "good" qualities of the team such as: knowledge of the sector, personal attention, understanding of the client's problem, etc.



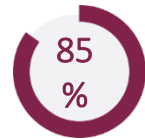
Expectations were met.



They rate as "very good" or "good" the overall management of the project: quality, delivery deadlines, methodology and commitment, among others.



They would work with Antares Consulting again.



They would recommend Antares Consulting to other institutions in the sector.

Most valued in 2020

Commitment

Expert Knowledge

International Perspective

7

OUR
CLIENTS
SAY





Alban Antoine
General Manager
Centre Hospitalier Jean Titeca. Brussels, Belgium

Revising the strategic vision of our regional mental health care system in the midst of a COVID health crisis was not an easy exercise.

Antares Consulting brought, in addition to a solid methodology, a great capacity to generate an innovative and enthusiastic vision. Its presence in different countries allows us to compare our reality with international trends and open the field of possibilities.

In addition, it should be noted that they are a very pleasant team, always attentive to the needs of their clients.

About Centre Hospitalier Jean Titeca:

The Centre Hospitalier Jean Titeca is a historic institution in Brussels focused on healthcare for patients with mental health problems. Year after year, the CHJT has specialized in the care of adult and adolescent patients, mainly on a medico-legal basis. The CHJT has several psychiatric residences and is particularly involved in network and community mental health and collaborates closely with residential initiatives.



Frédéric Marenne
Medical Director
Hôpital St. Nicolas. Eupen, Belgium

With the help of the Antares Consulting team, we worked on the hospital's recovery, the financial reorganization, the rejuvenation of the management team, the management, the professionalization of the administration and, finally, the medium and long-term perspectives in a constantly changing medical landscape.

After all this work, the hospital is even cited as an example in its category of community hospital.

If it has taken many actors to enable this mutation, Antares Consulting is certainly not the last.

Fortunately, our partnership will continue, to maintain and reinforce this positive spiral.

About Hôpital St. Nicolas-Eupen:

A reference hospital of proximity for the north of the German-speaking community and the neighboring French-speaking communes, the St. Nicolas Hospital in Eupen has 192 acute hospitalization beds.



Philippe Theytaz

Director FHV Informatique

Fédération des Hôpitaux Vaudois Informatique (FHVI), Switzerland

We asked Antares Consulting to participate in the project to develop the Information System Master Plan of our member hospitals for the next 5 years. The project consisted in formalizing the vision and objectives of the hospitals, taking into account the main trends in the healthcare sector and the hospital environment, as well as the orientations of healthcare policies and hospital planning.

The analysis of these ambitions subsequently translated into major needs and challenges for the information system and for the digital transformation that we had to undertake, in order to foster and support the evolution of our hospitals' processes.

About the FHVI:

The FHVI (Fédération des Hôpitaux Vaudois Informatique) is a Swiss entity created in the spirit of pooling resources, skills and equipment necessary for the development and operation of the Information System (IS) of its 12 member hospitals. Its mission is to develop, implement and operate the IS of these hospitals, in line with their development strategies and consistent with the evolution of healthcare IS.



Paul d'Otreppe
General Manager
Clinique Saint-Luc Bouge, Belgium

Eager to provide answers to the strategic challenges facing the Belgian hospital world, the Association Belge des Directeurs d'Hôpitaux had the opportunity to collaborate in these areas with Antares Consulting with a clear and excellent response.

The structure of the healthcare offer was the subject of a major analysis coordinated by the hospital federation UNESSA and opened the door, among other things, to the creation of local-regional hospital networks in Wallonia.

The challenge of reforming hospital financing to move from activity-based financing to process-based financing is currently being negotiated on the basis of a report prepared by Antares Consulting for the Belgian authorities on the basis of a question from the l'Association belge des Directeurs d'Hôpitaux and the ABSYM medical organization.

Digital Transformation, in partnership with ING Bank, will give a new and innovative vision in this essential area for our hospitals and our economies.

Quality and the place of the patient, in partnership with Shared Patient Experience, has finally opened a new door on the place of the patient in a future.

About Clinique Saint-Luc Bouge:

Clinique Saint-Luc Bouge is a reference hospital in the Namur region with more than 300 internal medicine and surgery beds and 24-day hospital beds.



Pablo Hervás

Deputy Director of the Technology Transfer Office
(OTT-SSPA)

Andalusian Public Health System

From the OTT-SSPA, we promote a wide portfolio of technologies in different health fields from our network of 48 public hospitals, 34 primary care health districts, 6 health research institutes and 3 thematic research centers. In this complex context, it is essential to have the support and collaboration of entities specialized in different essential aspects to be taken into account during the technology transfer process.

That is why, for years, we have been collaborating with Antares Consulting, who has positioned itself as a key partner to bring the innovative technologies generated in our institution to the industry.

Thanks to their experience and knowledge in public-private collaboration, they have helped us to establish synergies and agreements with the private sector that have allowed us to continue the process of valorization and subsequent transfer of our assets to the productive fabric, which is the main mission of our institution.

About the Technology Transfer Office (OTT-SSPA):

The OTT-SSPA is an initiative of the Regional Ministry of Health that provides services for the commercialization and protection of technologies developed by professionals of the Andalusian Public Health System and carries out the management and transfer of research results generated in the centers dependent on the Andalusian Health Service.



Pierre Hertz y José Balanzategui
Members of the Board of Directors
Caisse Nationale de Santé
Grand-Duché de Luxembourg

2020 was a crucial year for the Caisse Nationale de Santé (CNS), with the launch of new programs that could be affected by the health situation. For this reason, we from the CNS requested the services of Antares Consulting in order to reinforce our teams, to draw up an assessment of the management of our institution on the first wave of Covid, and also to analyze and evaluate the "médecin référent" program, along with the objectives to be developed within the framework of a reform focused on long-term illnesses.

Particularly remarkable was the responsiveness to our request, as well as the expertise of the Antares Consulting team : they quickly understood the challenges with the multitude of actors, and the needs raised with the local particularities, which allowed a quick delivery of the requested work.

About the Caisse Nationale de Santé:

The Caisse Nationale de Santé (CNS) manages the health and long-term care insurance of the Grand-Duché de Luxembourg, with an insured population of nearly 900,000 people.

The CNS also participates in the implementation of projects initiated by the Ministries of Health and Social Security.

8

WE SHARE
KNOWLEDGE



132 PROFESSIONALS ATTENDED OUR EVENTS, AMONG WHICH WE HIGHLIGHT:

- ✓ Après les réseaux, comment renforcer les relations entre l'hôpital et la ville ?
September 2020, Brussels, Belgium
- ✓ Gestión sanitaria en tiempos de cambio. Sistemas europeos en transformación.
Ideas para impulsar un cambio en España. 12ª edición
January 2020, Madrid, Spain
- ✓ Quelques aspects sur le système de santé Français et Européen :
Focus sur l'innovation et sur le système de financement
- ✓ Les enjeux et la modernisation des structures du secteur médico-social
February 2020, Rennes, France

34 SECTOR EVENTS in which we have participated to share knowlede with national and international experts.

3 ALIANZAS ACADÉMICAS NACIONALES E INTERNACIONALES

- ✓ Certificate of Advanced Studies en management de la santé.
Unisanté et Université de Lausanne. Lausanne, Switzerland.
Professor: Eduard Portella
- ✓ Certificat Interuniversitaire en Conception et Management de la Stratégie des Institutions de Soins.
Université Catholique de Louvain et Université Libre de Bruxelles, Belgium.
Professor: Eduard Portella
- ✓ Master Executive in Healthcare Organizations Leadership
ESADE, Spain.
Professor: Joan Barrubés



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