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<th>AEMH 12-070</th>
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<tbody>
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<td>Title:</td>
<td>IDC Health Insights Pan-European Healthcare Executive Summit 2013 - Advisory Board Invitation</td>
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<td>Author:</td>
<td>IDC</td>
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<td>Purpose:</td>
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<td>AEMH Member Delegations</td>
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<td>Date:</td>
<td>22 October 2012</td>
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Dear All,

My name is Massimiliano Claps and I am the IDC Health Insights Research Director for Europe. We are organizing the IDC Health Insights Summit, which is an innovative event designed for business, clinical, IT and line-of-business heads from leading European healthcare providers. We believe that it is important for this event to be designed in close consultation with key industry experts. Therefore, we would be delighted if your president, Mr. João de Deus, would consider becoming a member of the Advisory Board for IDC's Pan-European Healthcare Executive Summit 2013.

The IDC Pan-European Healthcare Executive Summit 2013 is a one and a half day, invitation only conference designed to support the dissemination of best practices across European health organisations in a highly interactive and collaborative environment. The event will be held in the greater London area in September 2013. It will focus on the implications of change in the healthcare sector; how IT can enable and, in some cases drive, this change; and the surrounding financial and organisational issues. The Summit will ask clinicians, administrators, IT executives to answer key questions such as:

- How can technology really help with planned and proposed structural changes?
- Who will pay for the new healthcare business model and the related investments?
- What are the full implications of the healthcare evolution for physicians and nurses?
- How will the changes and the introduction of new technologies help to improve patient outcomes?
- How can the investment in implementing the improvements be justified?

What will the role of a member of the Advisory Board involve and what are the benefits?

We envisage that the participation as an Advisory Board Member would primarily involve some written communication and advice about the issues and topics that are pertinent to the healthcare agenda and therefore appropriate for analysis at the Summit. In particular, we anticipate the following activities:

- Support to IDC in preparing the agenda for the Summit. This will involve giving feedback about the proposed topics and content of the Summit either by conference call or through the use of e-mail. At this point in time we anticipate a maximum of two rounds of input.
- Although there is no requirement for Advisory Board Members to commit to speaking at the Summit, we would be very pleased if Advisory Board Members would agree to participate as a session leader or speaker at the event.
- Advisory Board Members will be publicly acknowledged as members of IDC Pan-European Healthcare Executive Summit 2013 Advisory Board.
- Advisory Board Members will be invited as our guest to attend the IDC Pan-European Healthcare Executive Summit 2013 and Dinner. Complimentary flight and accommodation will be provided by IDC.

If you have any questions whatsoever, please do not hesitate to contact me and we can then arrange
a convenient time to talk.

We would be delighted if Mr. de Deus would accept this role as a key contributor to the IDC Pan-European Healthcare Executive Summit 2013 and look forward to a positive response.

Thank you in advance for your attention
Kind regards,

Massimiliano Claps
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About IDC Health Insights

As a healthcare payer, provider or life sciences organization, or supplier serving these markets, you are keenly aware of the accelerating need for technology-driven transformation within the industry to improve quality and value, while reducing costs. IDC Health Insights is dedicated to helping you improve healthcare quality, access, business and clinical processes, and stakeholder satisfaction by maximizing the value of your technology investments. Our unparalleled integrated coverage approach, combined with in-depth research and advisory services focused on the payer, provider and life sciences segments, is designed to provide you with a unique look at issues impacting the entire industry.

IDC Health Insights' expert team of analysts and consultants delivers a comprehensive portfolio of products and services, including:

- Research coverage and deep analysis of the payer, provider and life sciences segments, including critical cross-industry business and IT collaboration. Coverage includes:
  - Market intelligence on emerging industry challenges and opportunities
  - Detailed best practices and business case studies to help you lower risk and make informed decisions regarding current and future investments
  - Comprehensive analysis of IT suppliers, and their technologies, to help buyers select solutions
  - Benchmarking research and expert analysis to help compare your organization with those of other organizations across multiple industries
- Advisory services focused on key technology-enabled business processes
- Customized research and advisory services to address your specific professional and organizational needs
Background

IDC Health Insights provides health and life sciences industry executives, and the suppliers who serve them, with market research and advisory services. The company's integrated coverage spans the entire health industry value chain and closely follows the payer, provider and life sciences markets with special emphasis on developing and employing strategies that leverage IT investments to maximize organizational performance. Staffed by expert analysts and consultants with extensive industry experience, IDC Health Insights delivers a portfolio of offerings that are relevant to both IT and business needs. IDC is a subsidiary of IDG, the world's leading technology media, research and events company.