





**You give.  
We manage.  
Together we grow.**

*Alfa Duale is specialised in the management of companies within the private healthcare sector and with public crediting or in convention with the national healthcare system (SSN).*

*Alfa Duale comes from the idea of two successful managers, motivated to start an adventure pursuing their dream: make the difference in healthcare as a life project.*

*Alfa Duale co-founders are closely connected, concrete and pragmatic: they work in synergy leveraging their different experiences and skills, and put them at service of their clients.*

*Alfa Duale co-founders always aim to improve, embracing the change and following their instinct to give birth to a common ambitious project: becoming the leader in private healthcare management, for both investment funds and for individual entrepreneurs and companies in the sector.*

*Our goal is to guide organizations making them passionate, open, lively and motivational. Through an ambitious management service that make our clients feel comfortable to trust us, and allows them to focus on their business in complete safety.*

*At Alfa Duale, reliability is in our DNA.*

ALESSIO ANZUINI  
Chief Executive Officer

# About us



**Fabio Famoos,**  
**Co-founder and Chairman.**

Fabio has a multi-year experience as CFO of AllFood S.p.a, a 80M group that he joined in 2006 and that experienced a significant growth and expansion since. While guiding AllFood financial strategy, Fabio has been also operating as the General Manager of a residential nursing home (Residenza Monte Buono Srl), acquired by AllFood in 2012: Fabio gained funds and lead all the phases that made the organisation operational and efficient. In the following years, Fabio repeated this success with another RSA in central Italy.

Fabio holds a BSc in Economics at Università degli Studi di Perugia, an MBA at EDHEC Business School (Lille, France), a Master EMIAS on International Accounting Principles at Luiss Business School (Rome), and an Intensive Corporate Finance course at SDA Bocconi (Milan).

With an entrepreneurial spirit and a pragmatic approach, Fabio is always motivated by new challenges.



**Alessio Anzuini,**  
**Co-founder and CEO.**

Alessio has over 5 years of experience in the management of residuary nursing homes (RSA Residenza Monte Buono), where he had a key role in reaching its full occupational and in optimising the budget with an efficient management. Before joining Residenza Monte Buono, Alessio collaborated with the management of both a public healthcare local entity (ASL) and a private hospital in Rome.

Alessio holds a BSc and MSc in Nursing and Midwifery Sciences at AOU Sant'Andrea in Rome, an MSc in Healthcare Professions Management and MSc Management of Healthcare Companies, MBA at Bologna Business School within Università di Bologna. Currently attending a MSc in Economics, Management and Innovation.

Ambitious, hardworking, and with a passion for learning, Alessio is determined to leave his footprint in innovative projects.





# Vision

Our VISION of the future is to become a leading company in integrated management in healthcare. We aim to overcome our clients' expectations and to create shared value in Italy and abroad, respecting safety and sustainability.





# Mission

Our MISSION is to build long-lasting relationships with our clients and to manage healthcare organisations making them exceptional through quality and innovation



**Environmental  
commitment:**  
Implementing  
management  
solutions that  
contribute to restore  
the natural capital



**Economic  
commitment:**  
Implementing an  
efficient, innovative  
and high quality  
management



**Social  
commitment:**  
Supporting  
the country and local  
areas through  
integrated  
healthcare  
and people  
enhancement.

# Our core values and culture

## INTEGRITY & TRANSPARENCY

We reject and fight any form of bribery and corruption.  
We commit without any compromise to the respect of human rights in every form.  
We are committed to protect the privacy of our clients and users, and guarantee IT safety and cybersecurity.

## CONTINUOUS IMPROVEMENT & INNOVATION

We always strive to do better and to continuously improve, leveraging innovative ideas and technologies. With this commitment, we want to introduce a significant change in organizations' management.

## QUALITY

Quality is paramount for us, as the main way to achieve an ever increasing level of satisfaction in clients and users. We listen to their needs and expectations, and embed these learnings in our strategy. We guarantee the highest safety for stakeholders, also through the promotion of risk management and prevention culture.

## MERITOCRACY

We believe in the importance of acknowledging merit and giving credit to people. We aim to implement attractive talent attraction and retention policies. We want to establish a constructive dialogue with Unions for human resource.

## SUSTAINABILITY

We believe that the health of our environment also means our health, and we therefore promote a truly ethical sensitivity, and the awareness of the consequences of our actions on the environment. We make a responsible use of resources, adopting a circular approach to reduce waste as much as possible. We act in alignment with the UN Agenda and the 2030 Sustainable Development Goals.

## HUMAN CONNECTIONS

We believe in human connections, and aim to build long lasting relationships, harmonious and beneficial for our stakeholders.  
We aim to actively involve our stakeholders, and to develop a real, lively community with them.



# Our objectives



1

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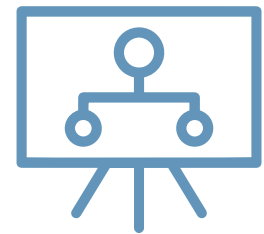
Introducing Alfa Duale to the market and convincing potential clients to make their first purchase



2

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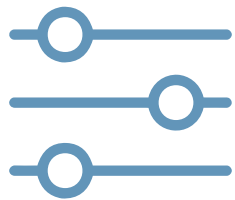
Acquiring a market share, developing the company and penetrating the market



3

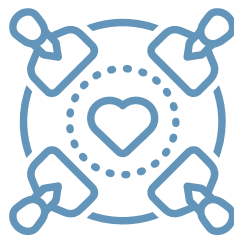
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Create a sustainable business model, scalable and easily applicable to other sectors.



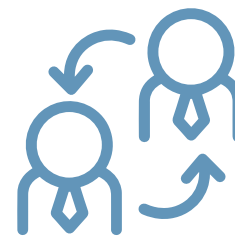
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Reconfiguring the entire value chain of the managed companies, and transform them into virtuous subjects.



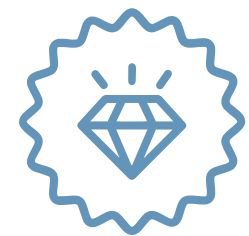
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Building strategic partnerships with investment funds looking to invest in the Italian healthcare sector, and willing to pay more to have a less volatile cash flow



6

Building quality, long-lasting relationships with our clients



7

Bringing value to clients and to users, building relationships based on trust, satisfaction and loyalty.

# S

- Experience and specialised know-how
- Strong rooting in the community and solid values
- Funds investments in residential nursing homes (RSA) is granted by a steady cash flow and granted credits
- Crediting for an organisation does not expire and regional budget is not assigned through competitive tenders
- Real estate funds, can easily acquire residential nursing homes (RSA) or hospitals with more than 120 beds
- Barriers to entry for small private companies because of lack of liquidity, for those who want to make acquisition

# W

- Management based on individuals' skills
- Close relationship between public administration and residential nursing homes (RSA): bureaucracy in the processes with municipalities (Comuni) and local healthcare organizations (ASL Territoriali)
- Healthcare regulations differ region by region
- Unfair competition of non-profit organizations
- Of homes with less than 60 beds are not profitable because of high fixed costs
- Revenue strictly related to number of beds, hence it is not possible to have a steady increase: effort is focused on optimising occupation rates

# O

- Society attention to healthcare guarantees
- Current value of the market, and significant growth that the market is experiencing
- Increase in outsourcing choices for specialised competencies
- Italy currently has 50% of nursing homes (RSA) beds vs Germany and France
- L'Italia attualmente ha il 50% dei posti letto RSA rispetto alla Germania e alla Francia
- Certainty of credits and payment terms, since at least 50% of patients fees comes from public entities, municipalities and local healthcare organizations (Comuni e ASL)
- The for-profit healthcare market is still limited vs public and ecclesiastic non-profit entities
- Insurance coverage diffusion for non self-sufficiency risks
- Forecast of €300M average annual investments
- Forecast of +31% of over 65 population, a +43% of over 85 and a +170% of over 100 between 2018 and 2035

# T

- Presence of multiple potential management
- Entrance of new competitors
- Management risks deriving from health management



# Competitors



**6,4%**

Private associations, including  
charities, volunteering and  
social ones

**1,4%**

Cooperatives

**19,3%**

Social Cooperatives

**6,7%**

Public companies for services  
to people, based on the d.lgs  
207/2001:

**3,2%**

Municipalities

**16,6%**

Foundations

**1,3%**

Social Cooperatives  
Consortiums

**1,8%**

Companies and entities of the  
National Healthcare System  
(SSN)

**17,6%**

Private companies

**4,5%**

Other private entities

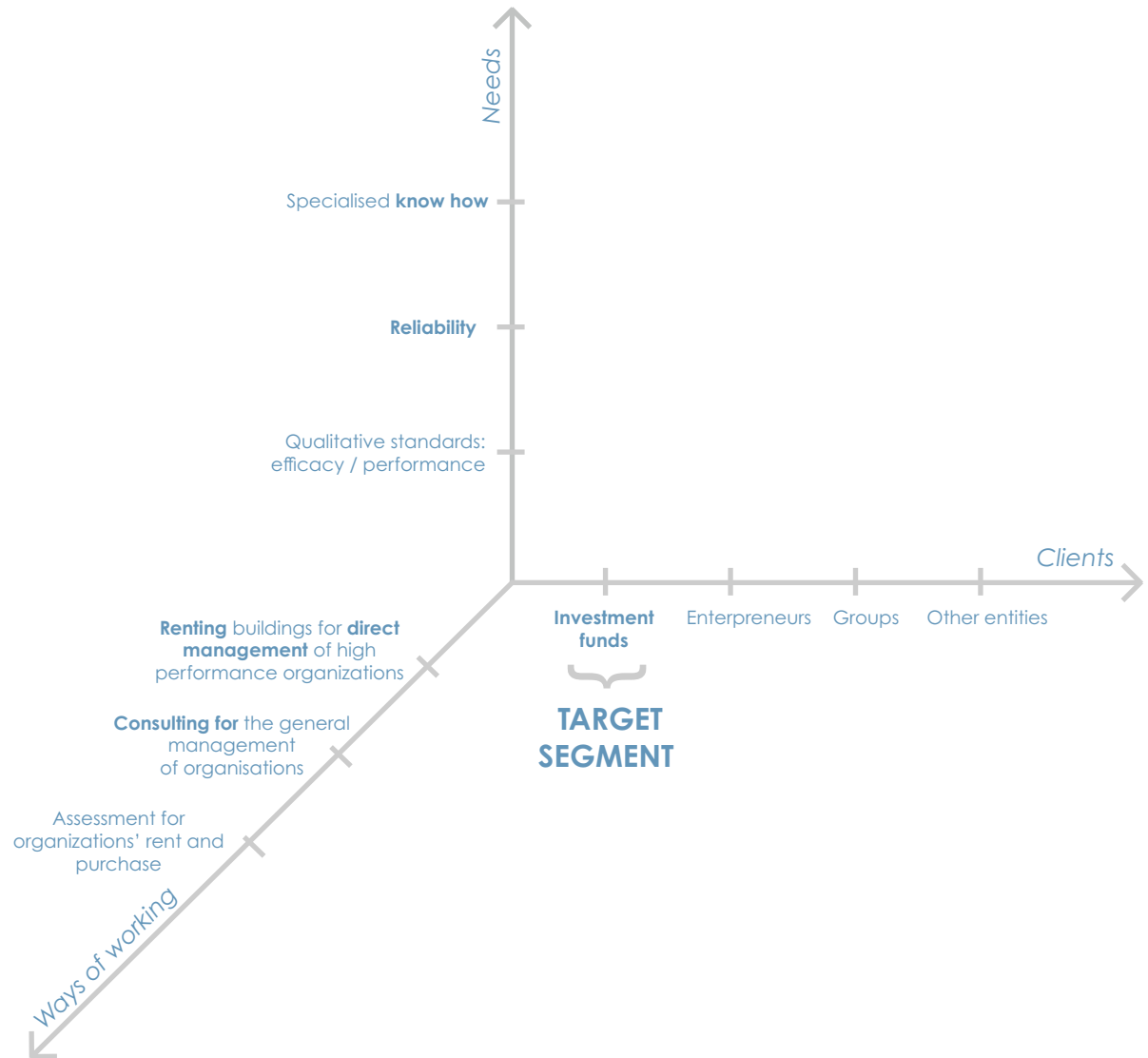
**8,1%**

Other public entities

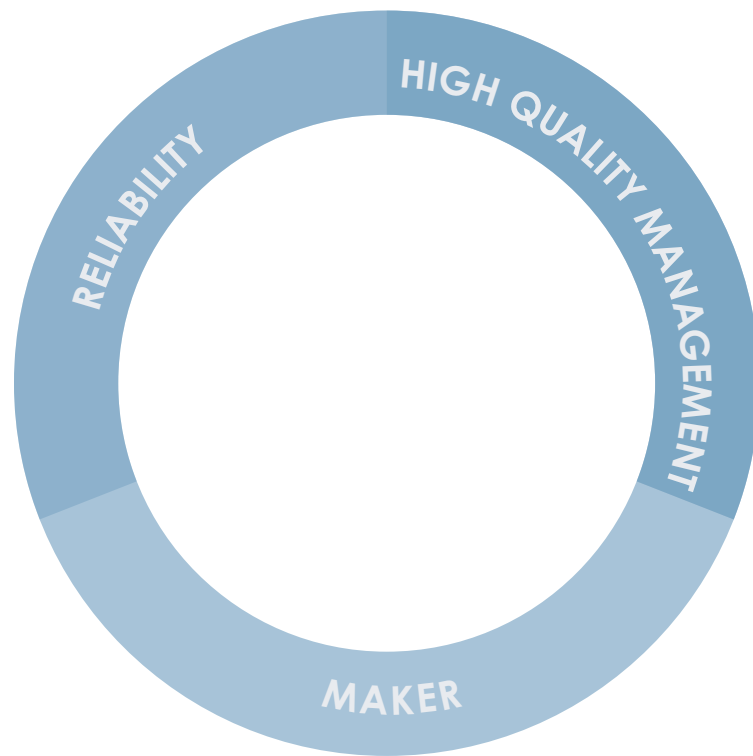
**12,3%**

Ecclesiastic al Entities

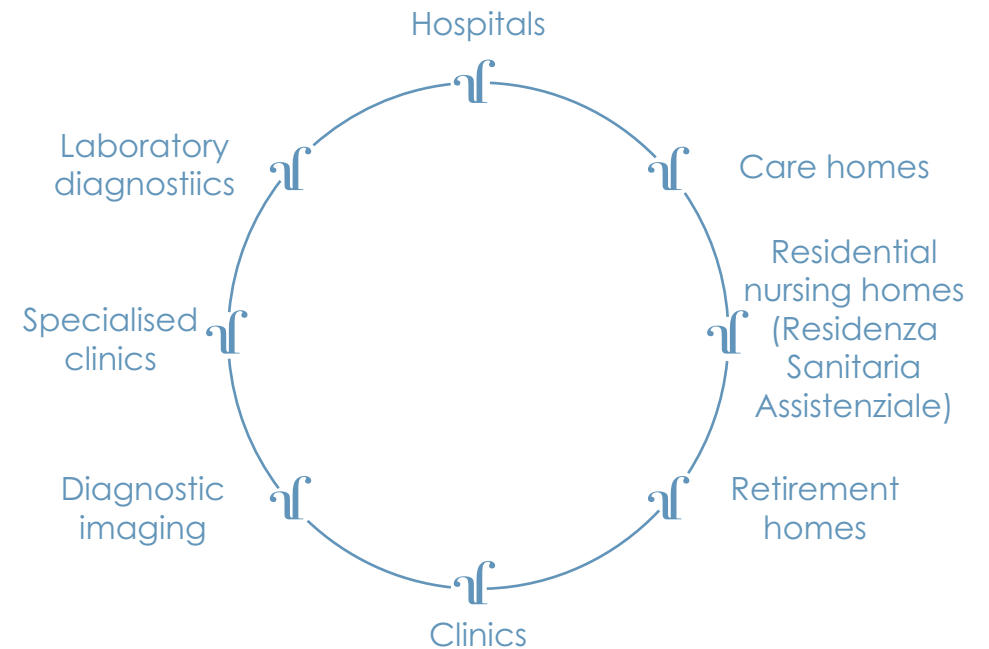
# The three dimensions of the business



# Key success factorss



# Target users

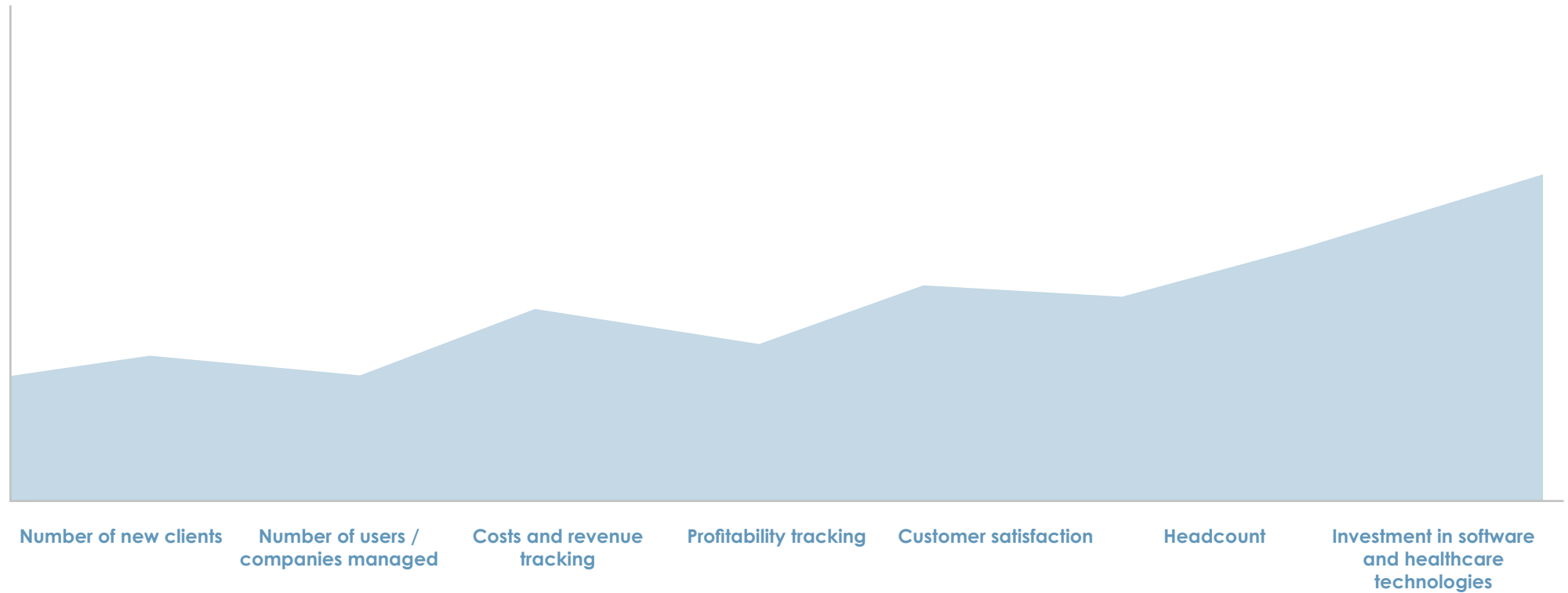




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Organisations with  
revenue >€1M and <€5M

# KPI for growth and development



# The European Context



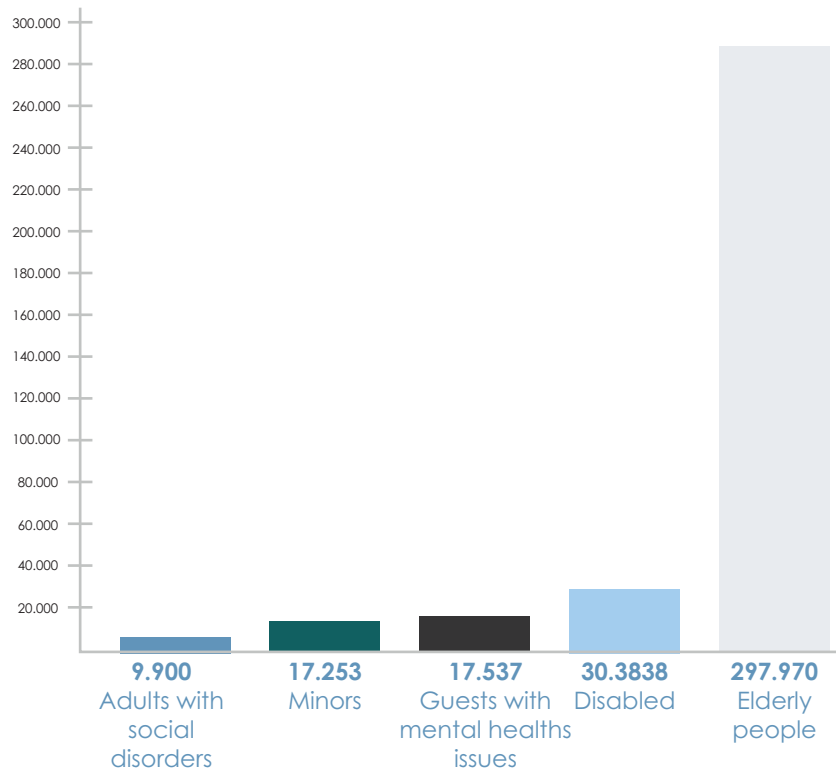
	ITALY	GERMANY	FRANCE	SPAIN
Inhabitants in 2017	60.589.445	85.521.653	66.969.083	46.528.024
Inhabitants >65 years old <85 (% of the total)	6%	5,3%	5,9%	5,1%
Organizations (n.)	4.174	12.400	10.500	5.420
Cost distribution among involved subjects	40-45 % guests, 5-10 % municipalities, 50 % regional healthcare	55 % public funding, 45 % assistance funds	68% public funding, 25 % healthcare insurance, 7 % APA	40 % residents, 40 % local entities, 20 % local government



# Contesto Italiano

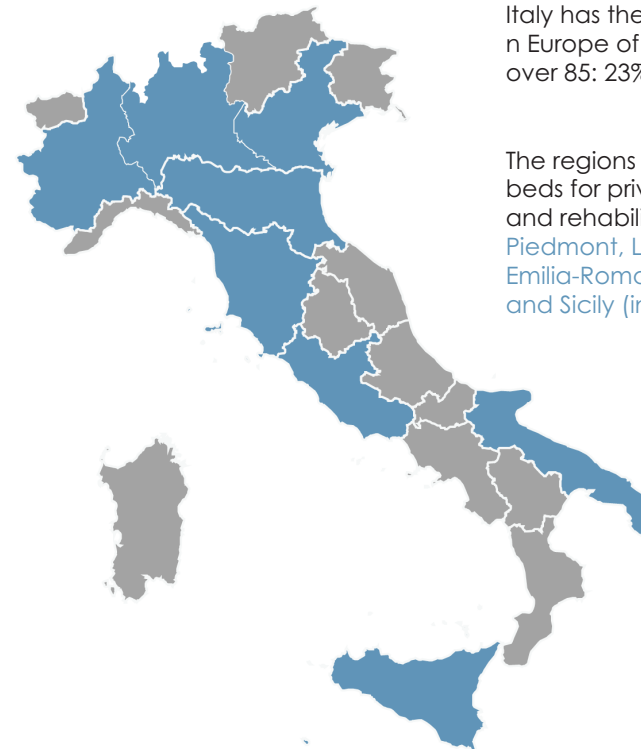


## Numero posti letto residenziali nel 2018



Italy has the highest percentage in Europe of individuals over 65 and over 85: 23%

The regions with the highest number of beds for privates credited for residency and rehabilitation are:  
Piedmont, Lombardy, Veneto, Emilia-Romagna, Tuscany, Lazio, Puglia and Sicily (in blue in the above map).

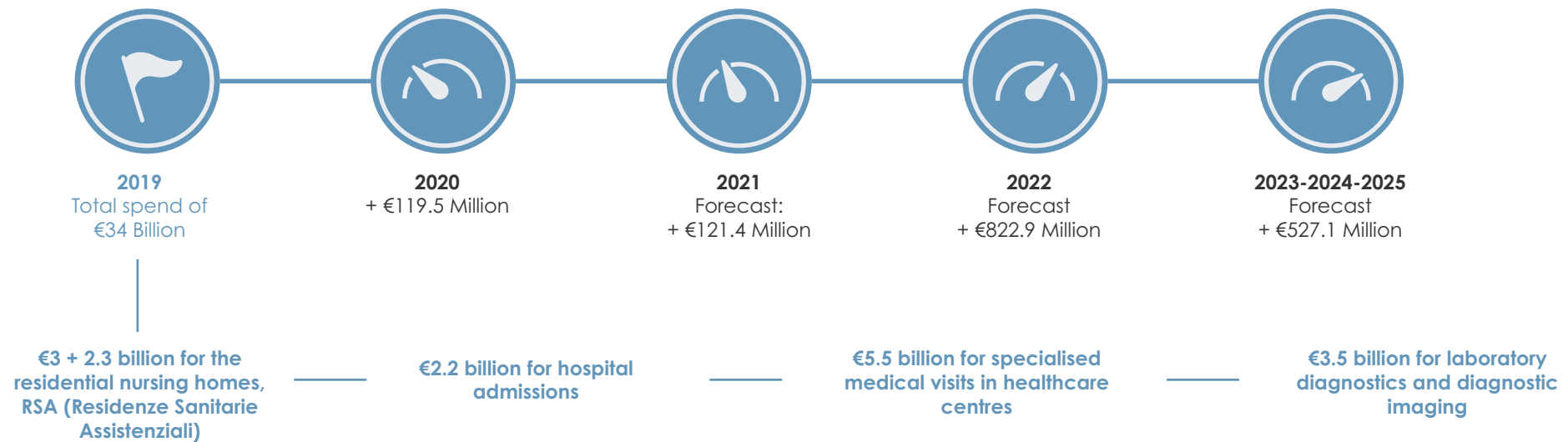


# The Italian Market



Following the Covid-19 emergency, the private healthcare market has experienced:

Steady growth, with a significant increase of private healthcare market share



Source: ISTAT-SHA-conti della Sanità



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We manage.  
Together we grow.**



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