



Cedar overview

May 2020



Cedar's mission

Enable exceptional patient experiences to improve lives, foster engagement and transform US healthcare.



The problem with healthcare billing in the US

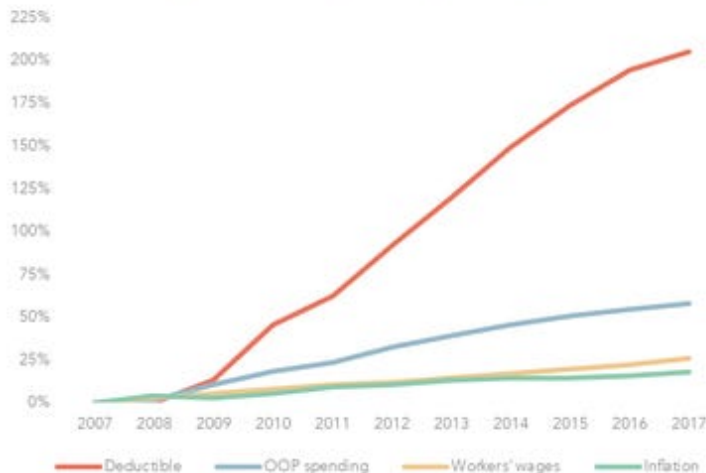


Patient responsibility has skyrocketed over the last decade

Patient payments have become a significant part of provider's revenue.

Patient out-of-pocket (OOP) spending has reached \$366bn ⁽¹⁾, with OOP spending up 58% ⁽²⁾ and deductible spending up 205% ⁽²⁾ for employer-sponsored insurance, while bad debt continues to accelerate.

Cumulative growth in total patient responsibility, 2007-2017 ⁽²⁾



Notes:

1. Based on CMS National Health Expenditure data including pharma and dental.
2. Kaiser Family Foundation (2019). Tracking the rise in premium contributions and cost sharing for families with large employer coverage.



Consumers are confused and frustrated...



Accessing
pricing info



Time between
services & billing



Accurately
estimating
OOP costs



Understanding
billing language and
personal obligation



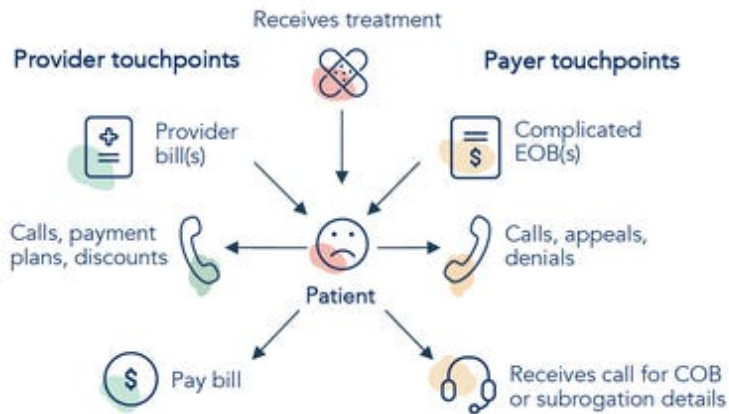
Scheduling
services



Understanding
payment options

...because the billing process was not made for patients

Existing Experience



34%

of healthcare consumers had a healthcare bill go to collections in the last year ⁽¹⁾

Top reasons include:

43% confusion about bill amount ⁽¹⁾

26% outdated billing & notification process ⁽¹⁾

~22mm

Americans with otherwise clean credit have had their credit score affected by medical bills <\$250 ⁽²⁾



Notes:

1. Cerner/Surveya research.
2. Per US Consumer Financial Protection Bureau.

In addition to patient complaints, providers are struggling with unpaid bills...

43%

of the invoiced amounts go unpaid

\$345Bn

out-of-pocket billings

\$149Bn

not paid (bad debt) ⁽¹⁾

\$196Bn

paid ⁽¹⁾



Notes:

1. Based on Cedar analysis and CMS National Health Expenditure data.

...leaving some to pursue aggressive collection practices

THE WALL STREET JOURNAL

U.S.

When Patients Can't Pay, Many Hospitals Are Suing

Politicians want to rein in aggressive tactics used by nonprofit hospitals to collect unpaid bills, including suits and garnishing of wages

npr  DONATE

Shots

HEALTH INC.

When Hospitals Sue For Unpaid Bills, It Can Be 'Ruinous' For Patients

PROPUBLICA

Donate

PROFITING FROM THE POOR

The Nonprofit Hospital That Makes Millions, Owns a Collection Agency and Relentlessly Sues the Poor

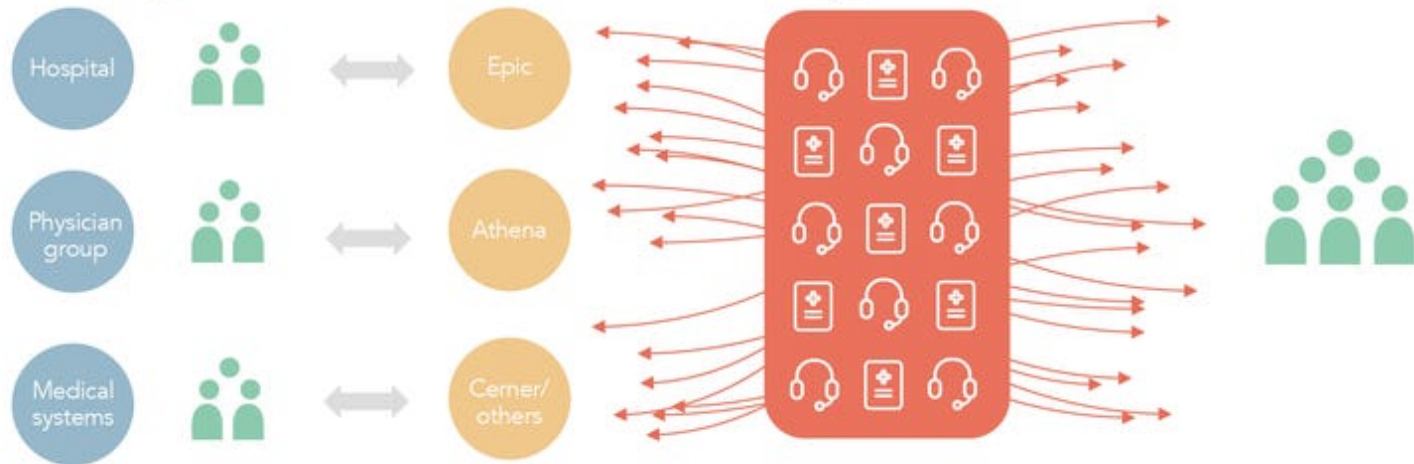
Nonprofit hospitals pay virtually no local, state or federal income tax. In return, they provide community benefits, including charity care to low-income patients. In Memphis, Methodist Le Bonheur Healthcare has brought 8,300 lawsuits for unpaid medical bills in just five years.



How has Cedar
solved the consumer
experience problem?



Archaic EMRs and billing systems are not designed for consumer experience



Epic, Cerner, and other EMRs are on-premise enterprise infrastructure technologies that focus on medical record-keeping and insurance billing.

The solution

Cedar will be the sole patient-provider connection



Cedar will enable the health system to engage and transact with the consumer digitally and across different EMRs.

Our product vision

In the next 5 years, we aim to be the leading comprehensive healthcare consumer engagement platform for providers, engaging with over half of the US patient population to improve their lives.



We will achieve this vision by being **the best** in three areas:



Integrations

- Reliable integrations with provider systems.
- Integrations with other parties, such as payers, financial entities (banks, processors, etc.) and eventually devices.



Consumer interface

- Workflows that hide the complexity of healthcare to save consumers time, money and stress.
- Focus on areas where we can quantifiably prove our value-add.
- Start with financial workflows and then branch out.



Personalization

- Workflows that adapt to the unique needs of each user (e.g. present financial assistance to users who need it).
- Consumer experience that feels personal, modern and empowering.

Cedar Pay was our first product and a successful entry point...

Cedar Pay is a patient billing and payment solution that personalizes the post-visit financial experience, leading to better patient relationships and better business results.

Features

- Dynamic patient outreach
- Self-serve insurance capture
- Easy-to-understand statements
- Data-driven discounting
- Customizable payment plans
- Live chat and bot

Key capabilities



We better understand patients and their needs



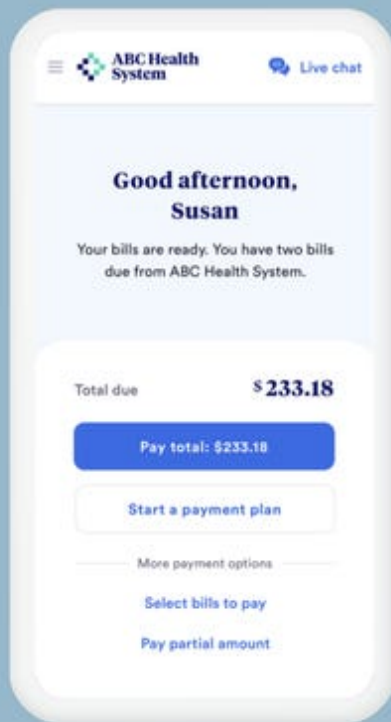
We've developed scalable, battle-tested integrations



We lean into data to optimize the patient experience and KPIs



Our offering demonstrably benefits patients and providers alike



...which will enable us to expand the Cedar Suite into a category-defining product

Leveraging Cedar Pay's capabilities, we're building a pre-visit product that enables providers to manage the patient experience end-to-end.



Digital appointment reminders



Insurance capture



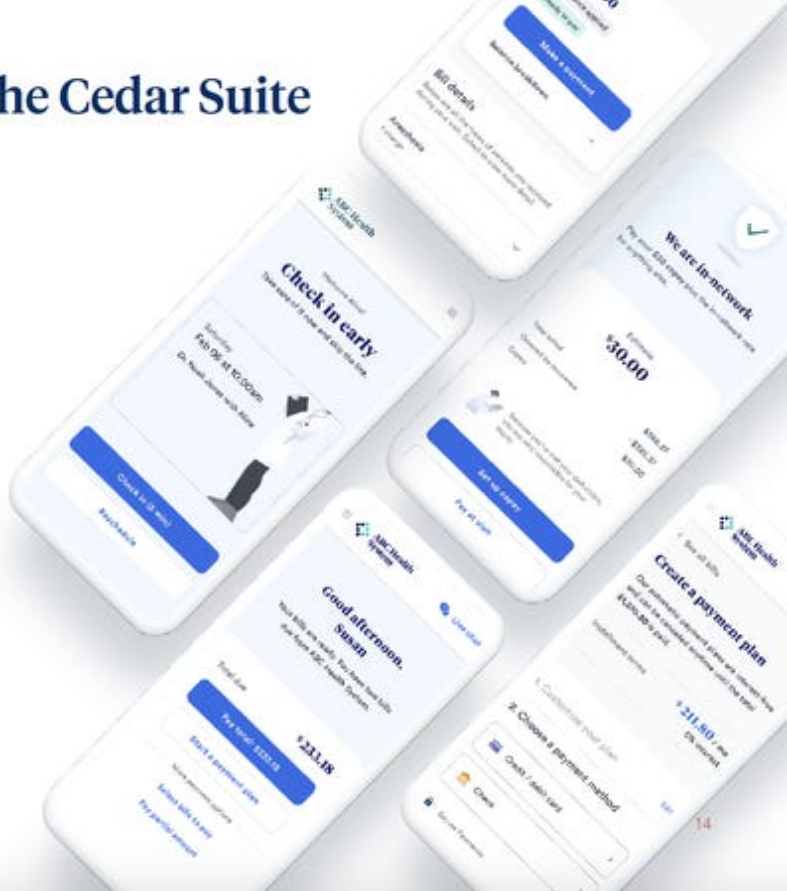
Registration forms



Price estimates

Key partners

NOVANT
HEALTH



Cedar's strategizer is personalizing the outreach to every patient



Personalization of the outreach increases engagement and results in happier patients and higher payment rates.



Cedar also provides powerful analytics tools for providers to better engage with their data



Patients and providers rave about Cedar's impact

30%

increase in collections

70%

digital adoption

95%

patient satisfaction

88

Provider NPS ⁽¹⁾



Notes:

1. As of 4Q '19, based on live clients.



"Please get all companies to make it this simple. You want your money? Make it EASY."

Patient

"Medical bills are intimidating and cause stress, this was totally stress free. Was able to enter into a comfortable payment plan."

Patient

"Cedar is one of the few technology partners on the market that really understands what the patient needs and how to make it easier for them."

VP, U.S. Dermatology Partners

**Cedar has executed
well against a large
market opportunity**



Despite the success, Cedar has not scratched the surface of the massive market...

Current Cedar collections

\$196Bn

OOP payments ⁽¹⁾

\$274Bn

Projected 2027
OOP payments ⁽¹⁾

OOP payments
projected
'20 - '27 CAGR: ~5%



Notes

1. Based on CMS National Health Expenditure data, excludes dentistry, pharmaceuticals, medical devices and other health, residential and personal care.

...which drives a large opportunity for the Cedar Suite



Notes:

1. Based on range of estimated take-rates.
2. Based on CMS National Health Expenditure data, excludes dentistry, pharmaceuticals, medical devices and other health, residential and personal care.
3. Kaiser Family Foundation, BLS Data, American Association of Nurse Practitioners, National Commission of Certification of Physician Assistants.



Cedar is in the right place, at the right time...

Cedar has strong secular tailwinds driving our growth.



We benefit from client growth. Cedar's focus on enterprise clients makes us a winner in a consolidating end market.



COVID-19 has accelerated the shift towards modern technology check-in and billing practices, improving operational efficiency as well as digital patient communication and payments.



New legislation, like out-of-network billing and price transparency – Cedar is well positioned to benefit from this secular tailwind.



... and has a strong team to fuel its flywheel

Happy patients pay more

Cedar improves % collections and patient satisfaction while reducing A/R days, cost to collect and administrative burden.

More patients gives us more data to drive better results.

3

Mission:
To enable exceptional patient experiences to improve healthcare.

2

Build great product

Focus on personalization, transparency, convenience.

1

Contract clients / increase wallet share

Delight clients with a great product, commercial and engineering team.

4

Clients are happy

Drives automated organic growth through referrals, case studies, product development partners.



Appendix



Cedar's founders



Florian Otto

Co-founder and CEO

An accomplished entrepreneur and former physician, Florian now drives growth and sets overall direction across all facets of Cedar's operations. Prior to founding Cedar, Florian was an executive at Zocdoc where he drove the commercial adoption of the platform. Florian also founded a daily deal company in Brazil (ClubeUrbano) that was eventually acquired by Groupon. After the acquisition, he became Chief Executive Officer of Groupon Brazil, growing the company to one of Groupon's top three international markets. Florian began his business career as a strategy consultant at McKinsey & Company within their healthcare practice. Florian holds a M.D., D.D.S. and PhD from the University of Freiburg, Germany.



Arel Lidow

Co-founder and President

Arel Lidow is co-founder and head of product at Cedar. Prior to founding Cedar in 2016, Arel was VP of product at AppNexus where he oversaw the development and launch of the company's flagship products. He was recognized as an honorary founder and received the "Founder Award" for his contributions to the company. Arel began his career as a Technology Associate at Bridgewater Associates, working on trading systems for the world's largest hedge fund. He graduated from Princeton University with a B.S.E. in electrical engineering and a certificate in finance.



Cedar's team leads



Aaron Zollman
*Chief Security
Information Officer*



Amy Stillman
Head of Design



Arvind Kadaba
Head of Finance



Bethany Hale
Head of Marketing



Cat Arndt
Head of Client Growth



Hassan Sultan
Chief Technology Officer



Ian Ha
Head of Partnerships



Liz Ratto
Head of People



Niren Gandra, MD
Chief Commercial Officer



Yohann Smadja
Head of Data Science



