

# ILC 6M21

## RESULTS PRESENTATION



August 26, 2021



# DISCLAIMER



Forward-looking statements are based on the beliefs and assumptions of ILC's management, and on information currently available. They involve risks and uncertainties because they relate to future events and therefore depend on circumstances that may or may not occur in the future.

Investors should understand that economic circumstances, industry conditions and other operating factors could also affect the future results of ILC and could cause results to differ materially from those expressed in such forward-looking statements.

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01 6M21 Consolidated Results

02 Focuses by Division

03 Wrap-Up and Conclusions



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# 6M21 VS 6M20: MAIN TRENDS



1. Financial  
Markets  
Rebounded



2. Lower risk  
provisions and  
expenses



3. Recovery of  
formal labor  
market



4. Greater  
inpatient,  
outpatient and  
dental activity



5. Relevant  
growth in  
medical leave



6. Successful  
vaccination  
process and solid  
fiscal aid

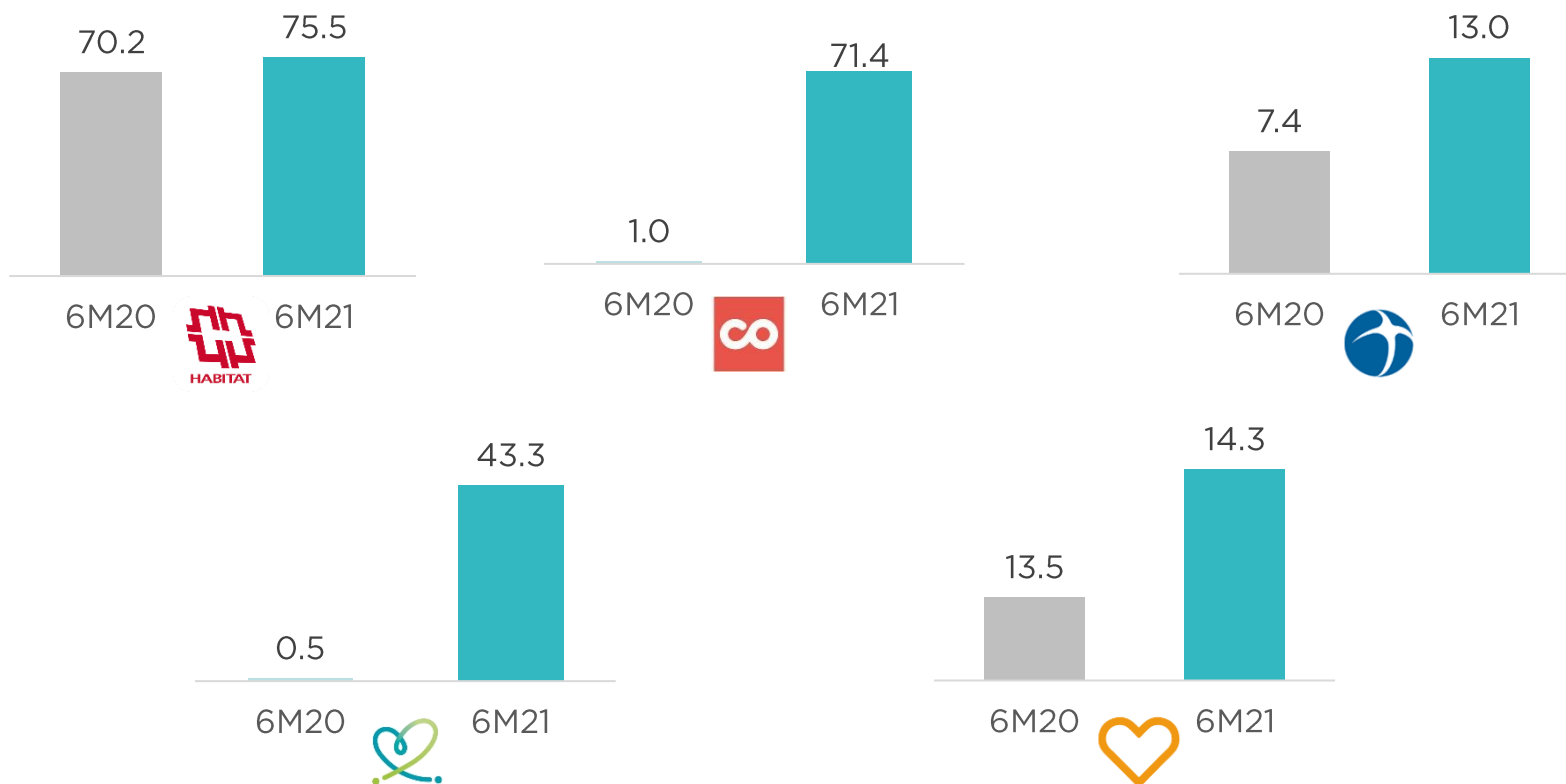


# 6M21 VS 6M20: BETTER OPERATING PERFORMANCE



(+) Better operating performance in all business divisions...

Ch\$ bn.



... mainly offset by a higher loss ratio in Consalud (-)

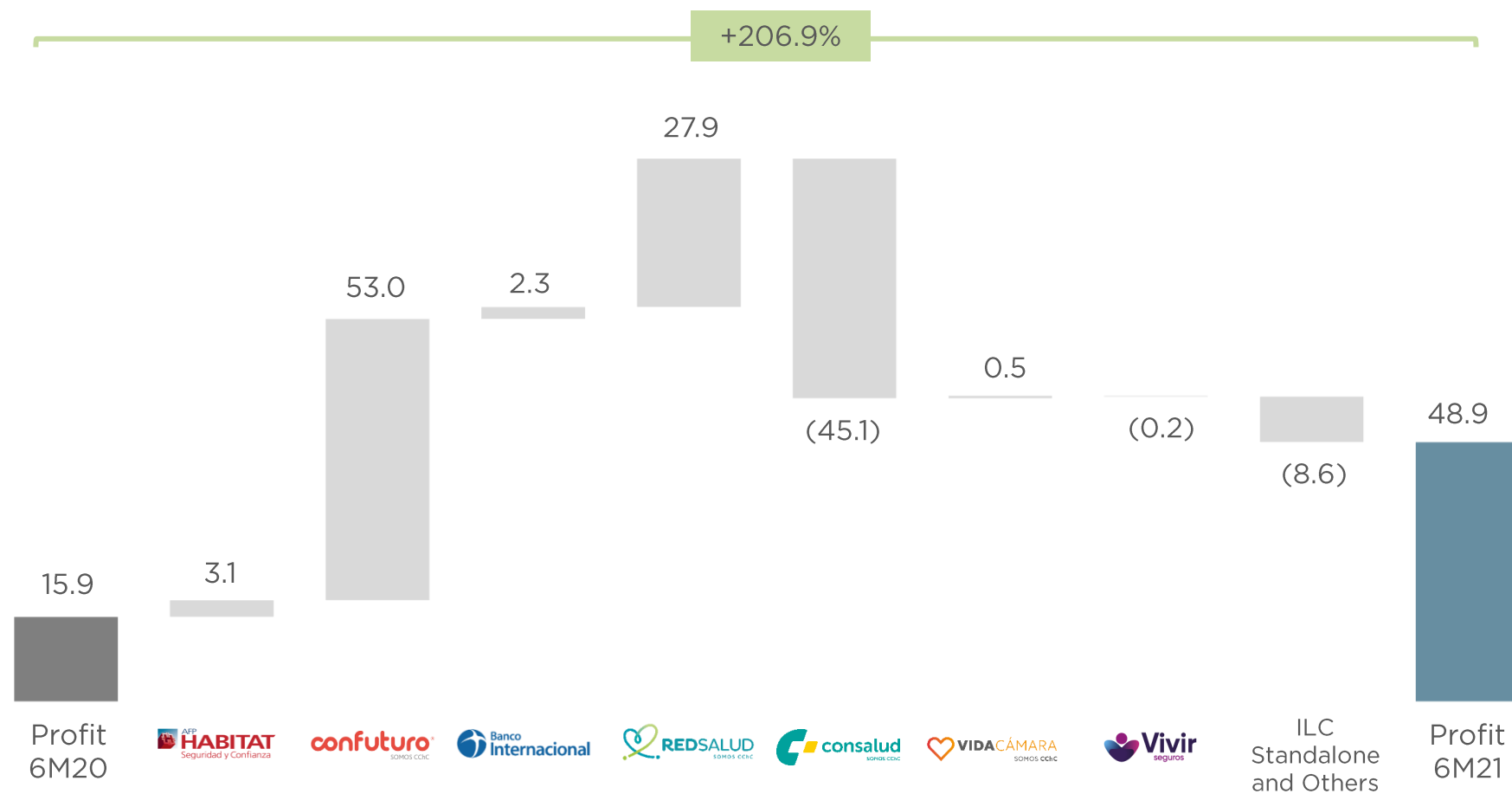


# ALL IN ALL...



## Variation in ILC's Profit by Subsidiary

Ch\$ bn.

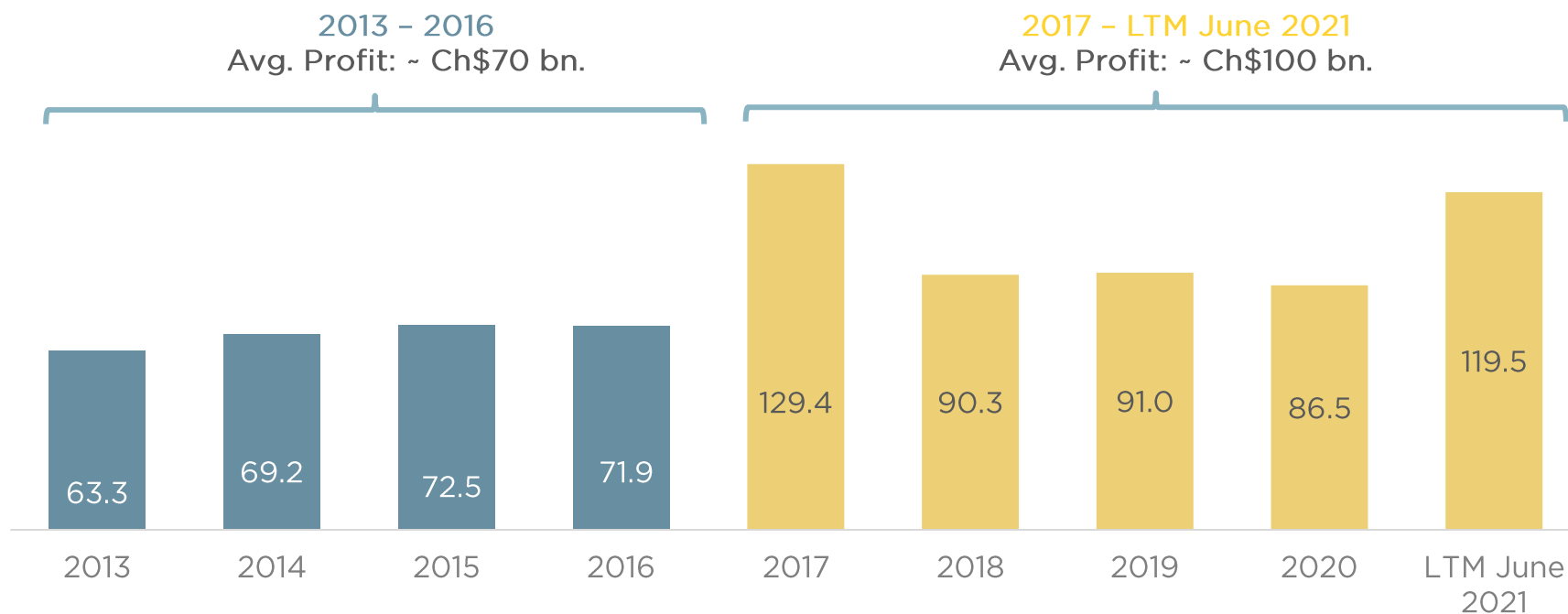


# RESILIENT RESULTS



## Evolution of ILC's Ordinary Profit

Ch\$ bn.

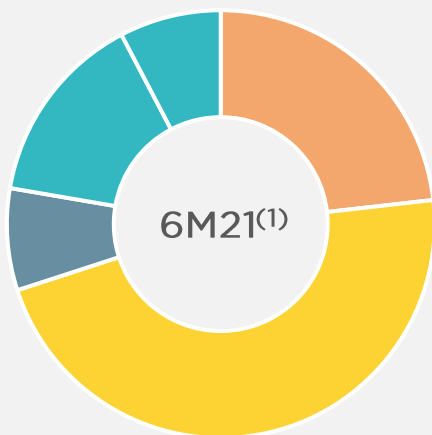
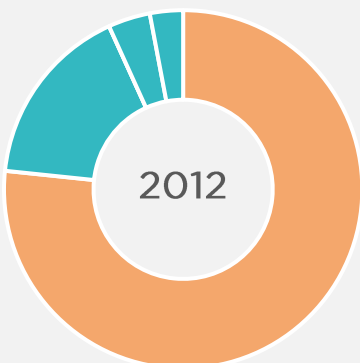




# DIVERSIFIED RESULTS



## Diversification of ILC's Recurring Profit



(1) Consalud's Profit is not considered  
Source: ILC

Life Insurance



Pensions



Banking



Target

Health



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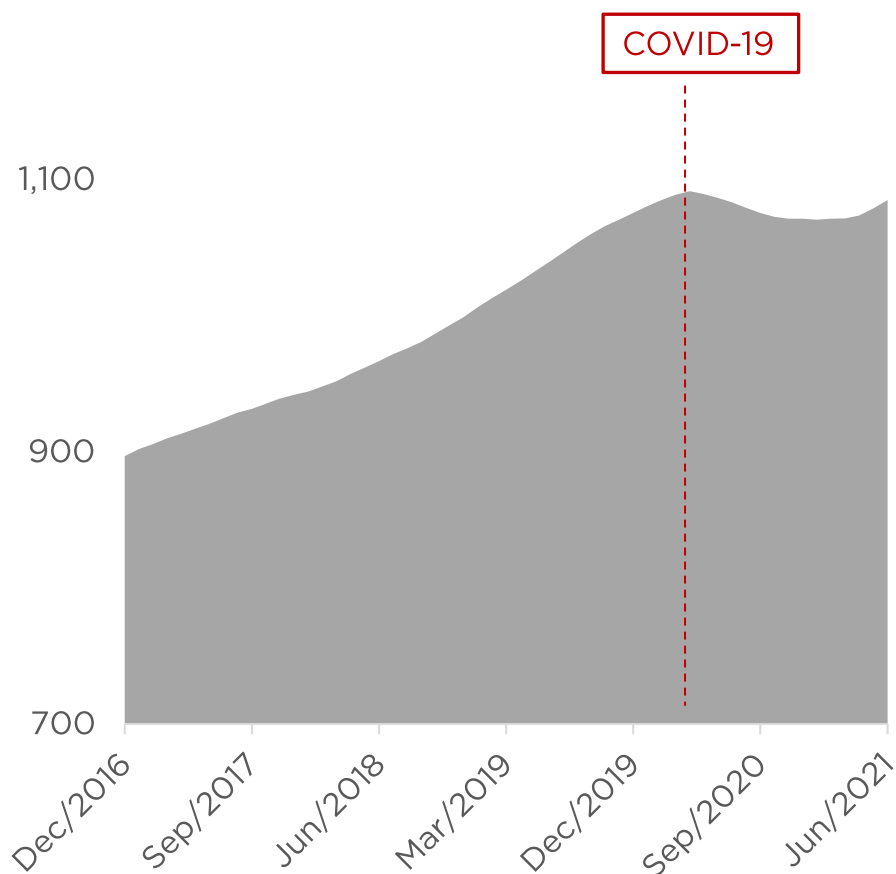




# RECOVERY OF FORMAL LABOR MARKET

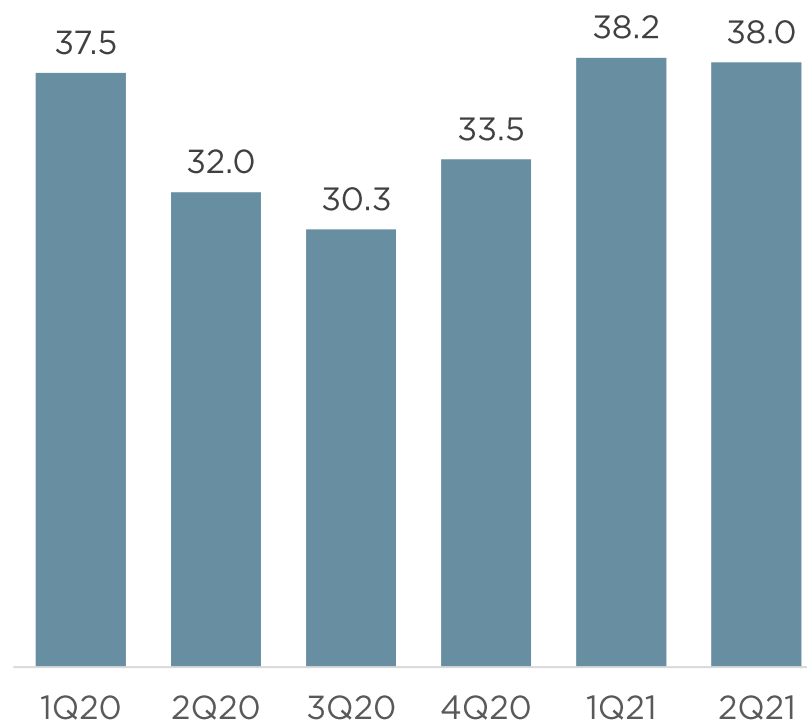
## Salary Base - AFP Habitat Chile

Ch\$ bn.



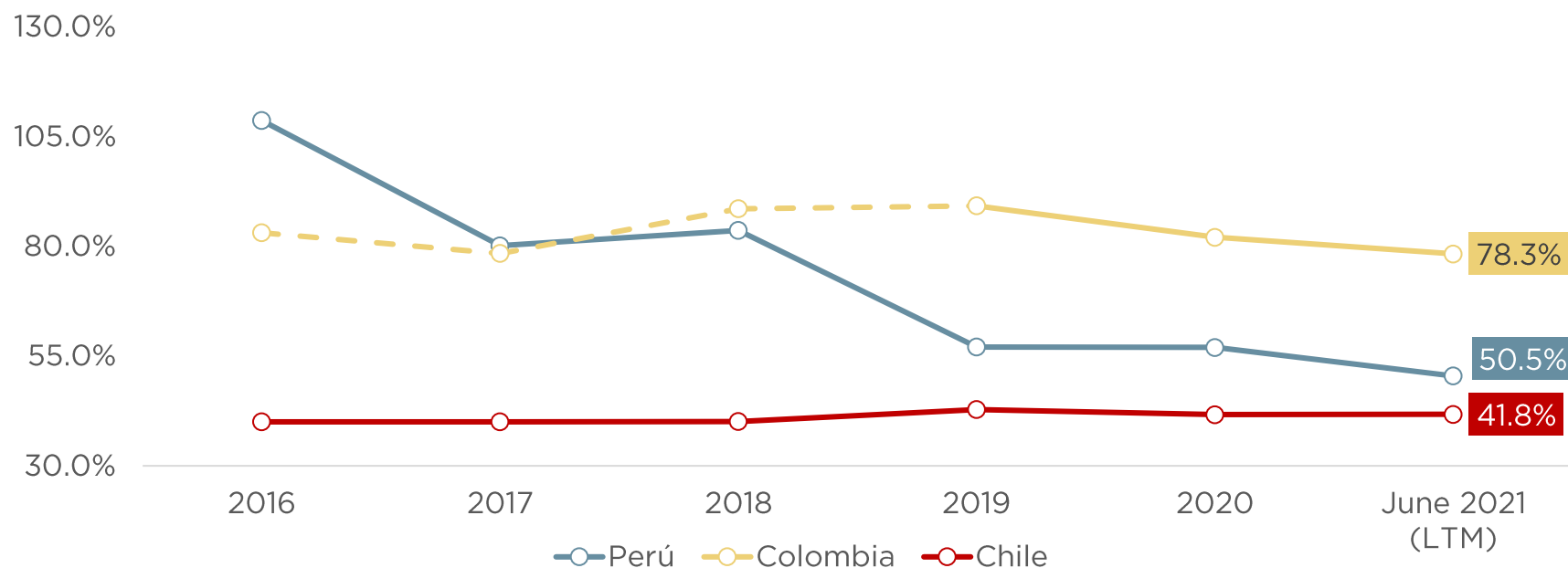
## Operating Result - AFP Habitat

Ch\$ bn.



# IMPROVMENT IN EFFICIENCY

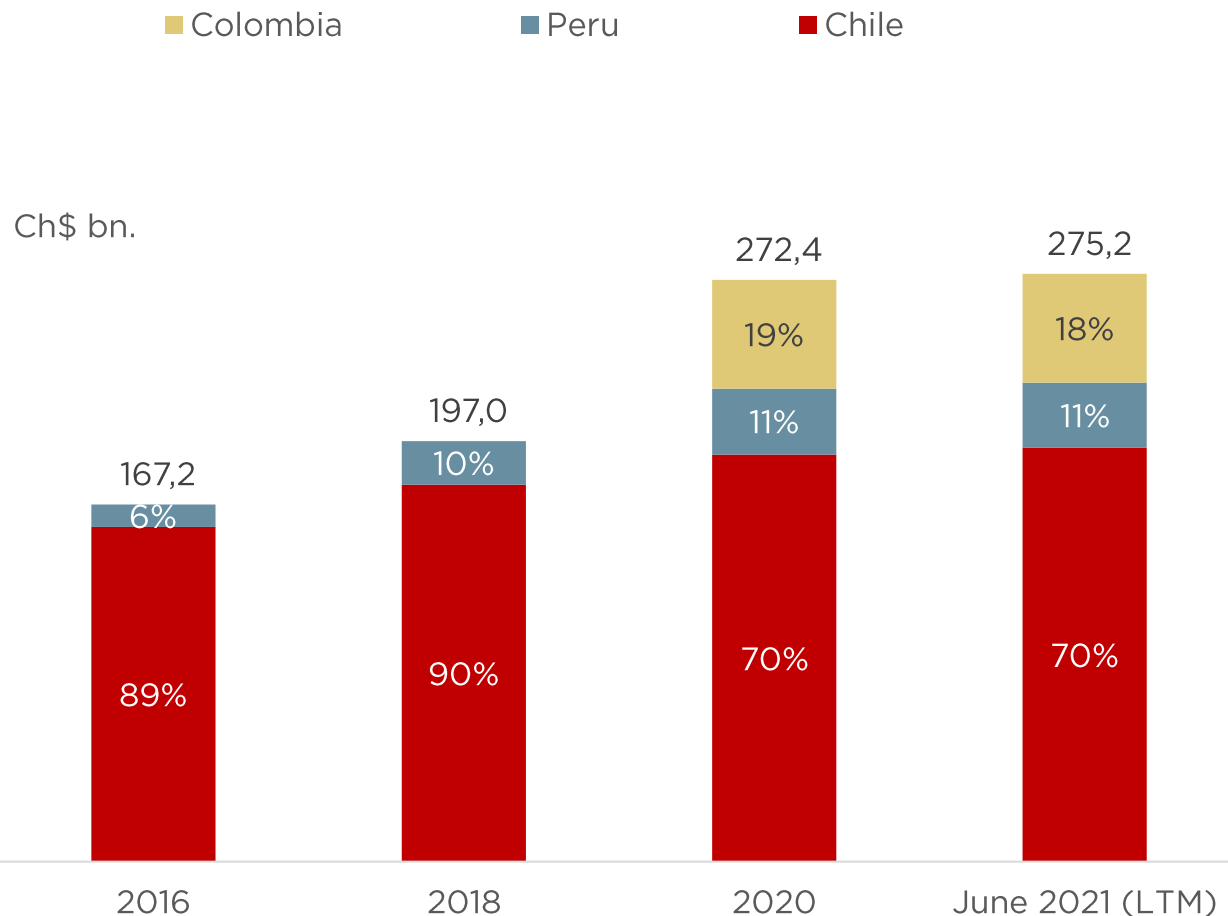
## Operating Expenses / Revenue: Chile, Peru, Colombia



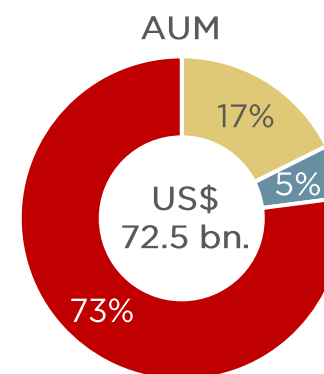
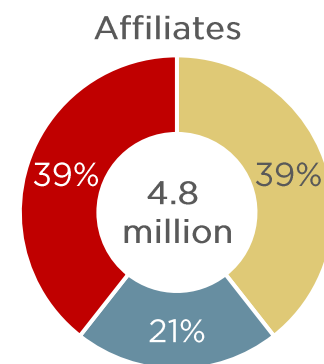
Sales Staff	2016	2017	2018	2019	2020	2021
Chile	569	670	778	769	730	620
Peru	103	104	120	139	120	121
Colombia	-	-	-	389	371	352

# GEOGRAPHIC DIVERSIFICATION

## Revenue Breakdown - AFP Habitat

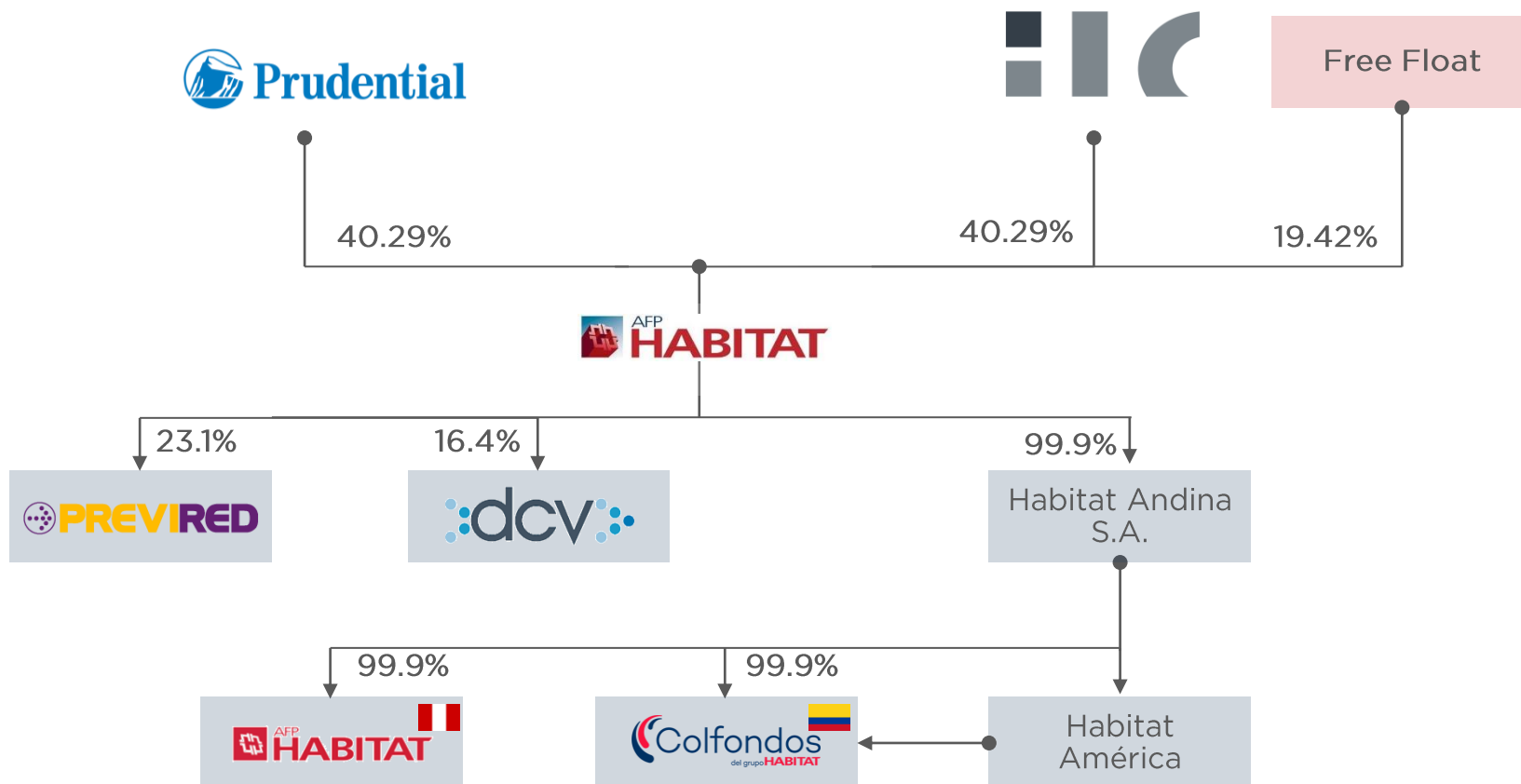


## Main Figures - AFP Habitat



# AFP HABITAT RESTRUCTURING

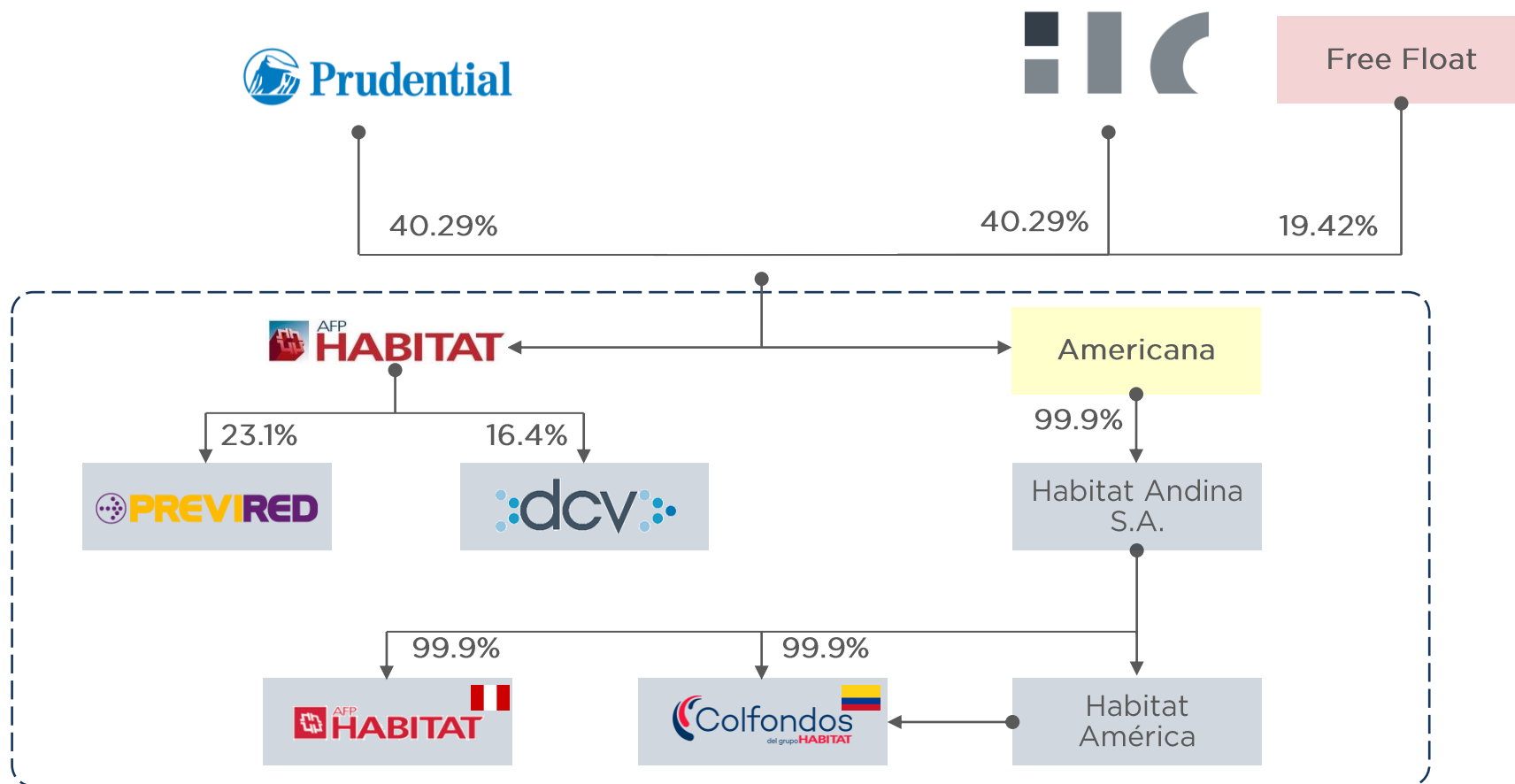
Today





# AFP HABITAT RESTRUCTURING

## Proposal<sup>(1)</sup>



<sup>(1)</sup> Structure to be proposed at the Extraordinary Shareholders' Meeting  
 Source: AFP Habitat

Pensionate con una  
**Renta Vitalicia.**  
Asesórate aquí.

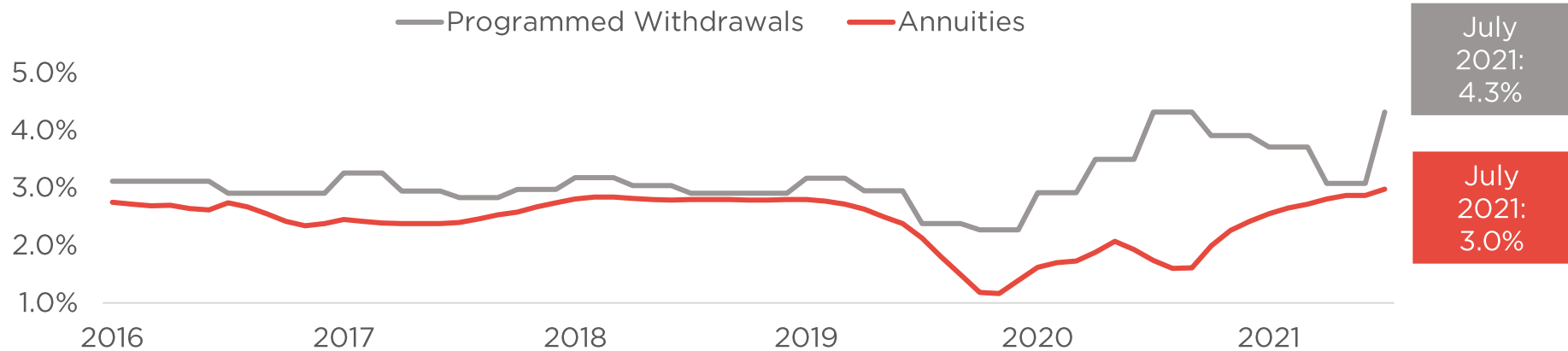
SOMOS  
**cchc**

Compañía de Seguros  
**confuturo**  
un grupo CCHC

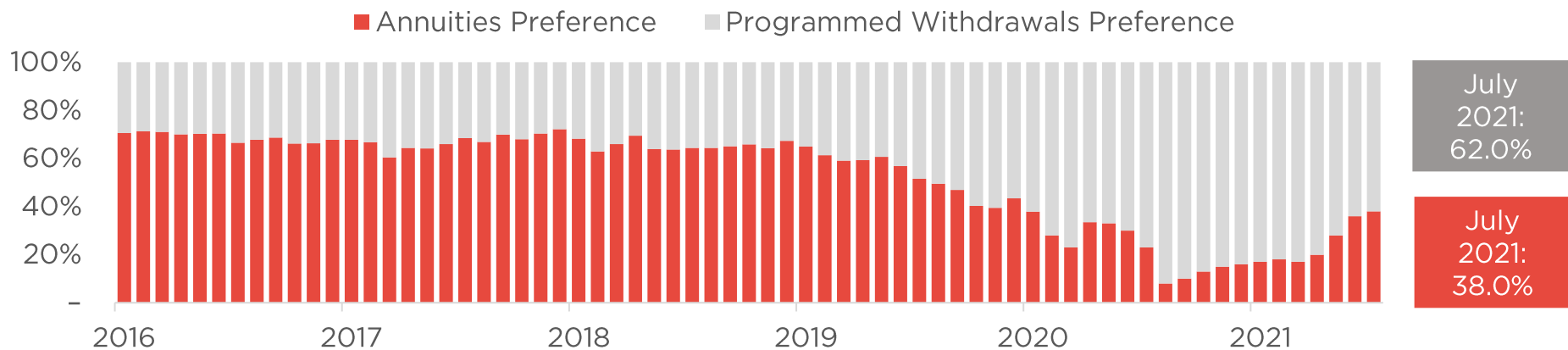


# NEW RETIREES: PROGRAMMED WITHDRAWAL VS ANNUITY

## Annuity Rate vs Programed Withdrawal Rate

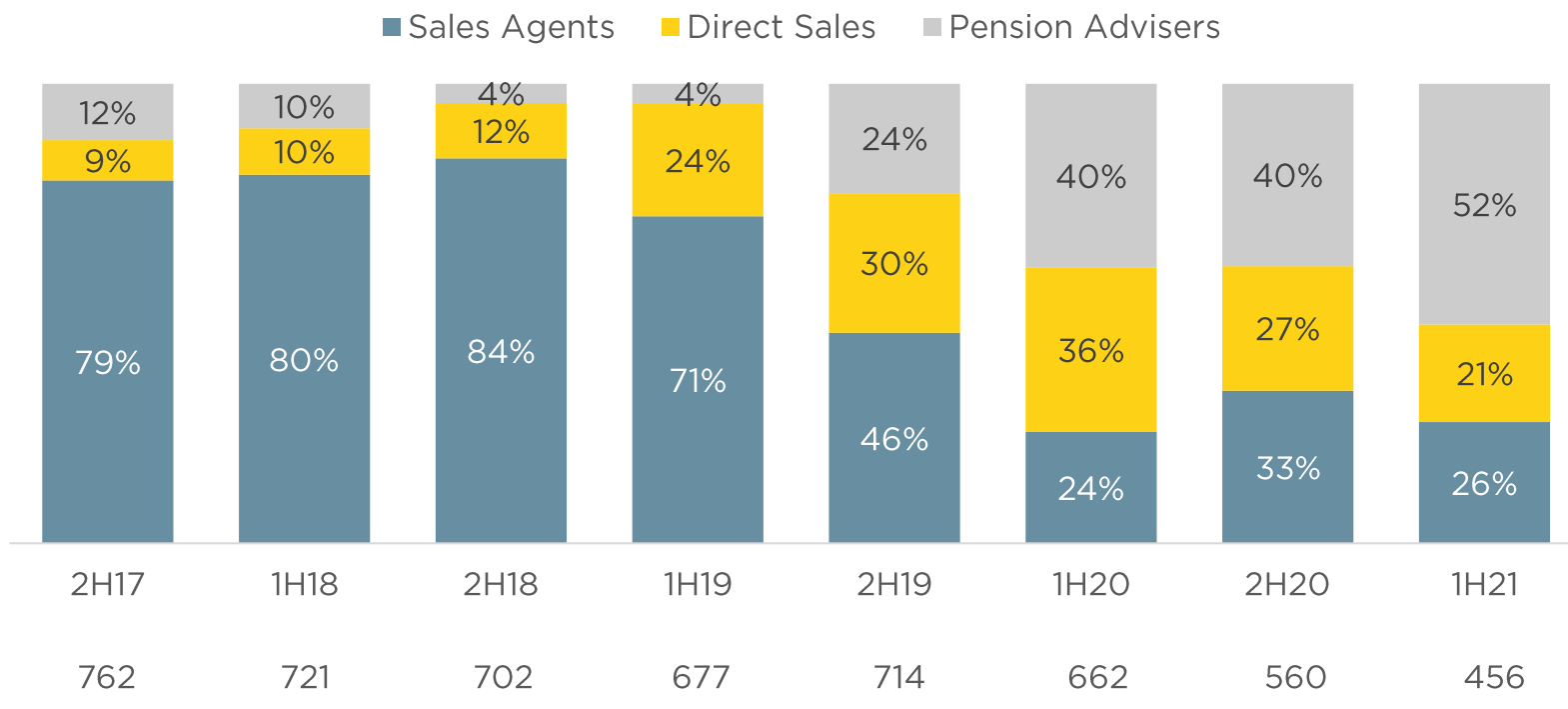


## New Retirees Annuity vs Programed Withdrawals



# BUSINESS FLEXIBILITY: TRENDS IN CHANNELS

## Annuities Sold by Channel



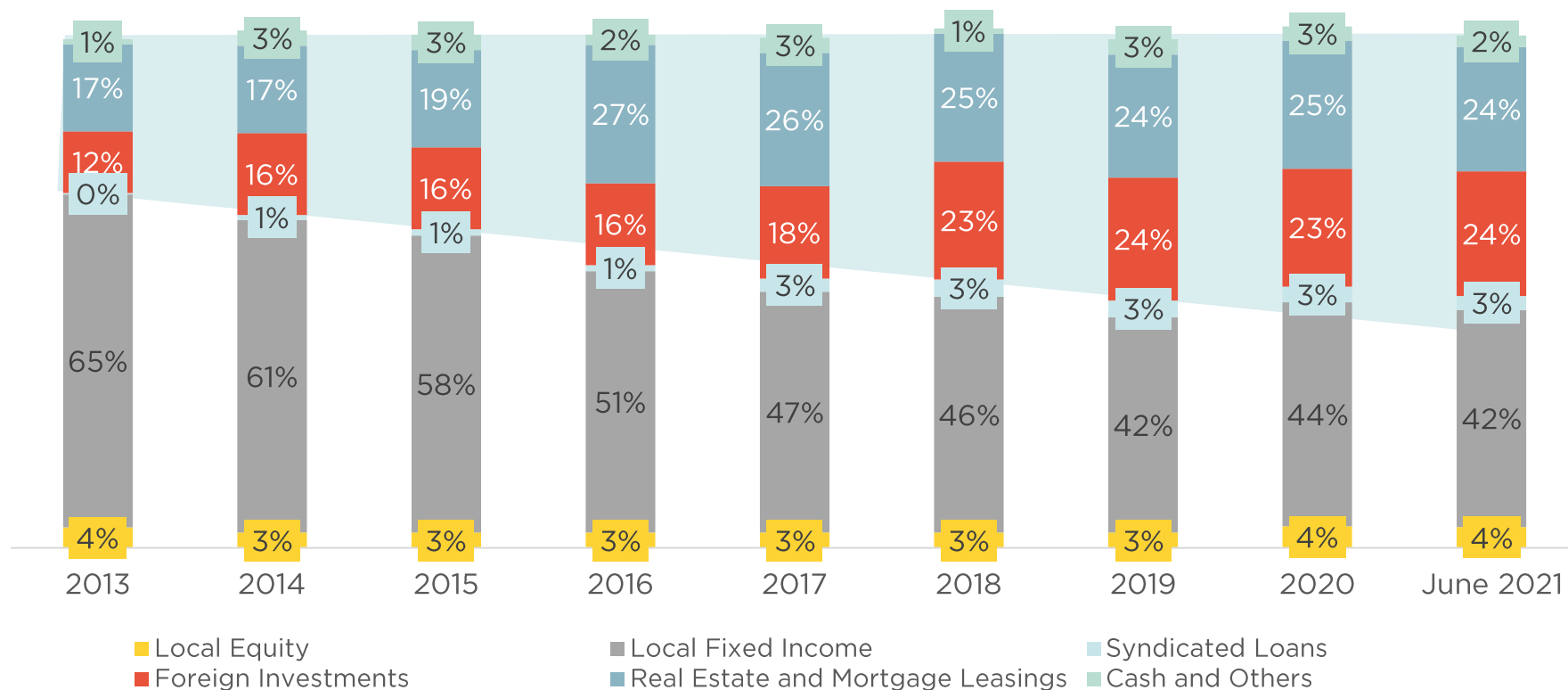
Number of  
Workers:

## Change in Channels

- Promote sales through direct channels and reduce sales staff
- Direct channels provide better pensions as there is no commission, which is important when yields are low

# INVESTMENT FLEXIBILITY: PORTFOLIO ASSET ALLOCATION

## Confuturo Investment Portfolio Composition



## Investment Portfolio Changes 2013 - 2021

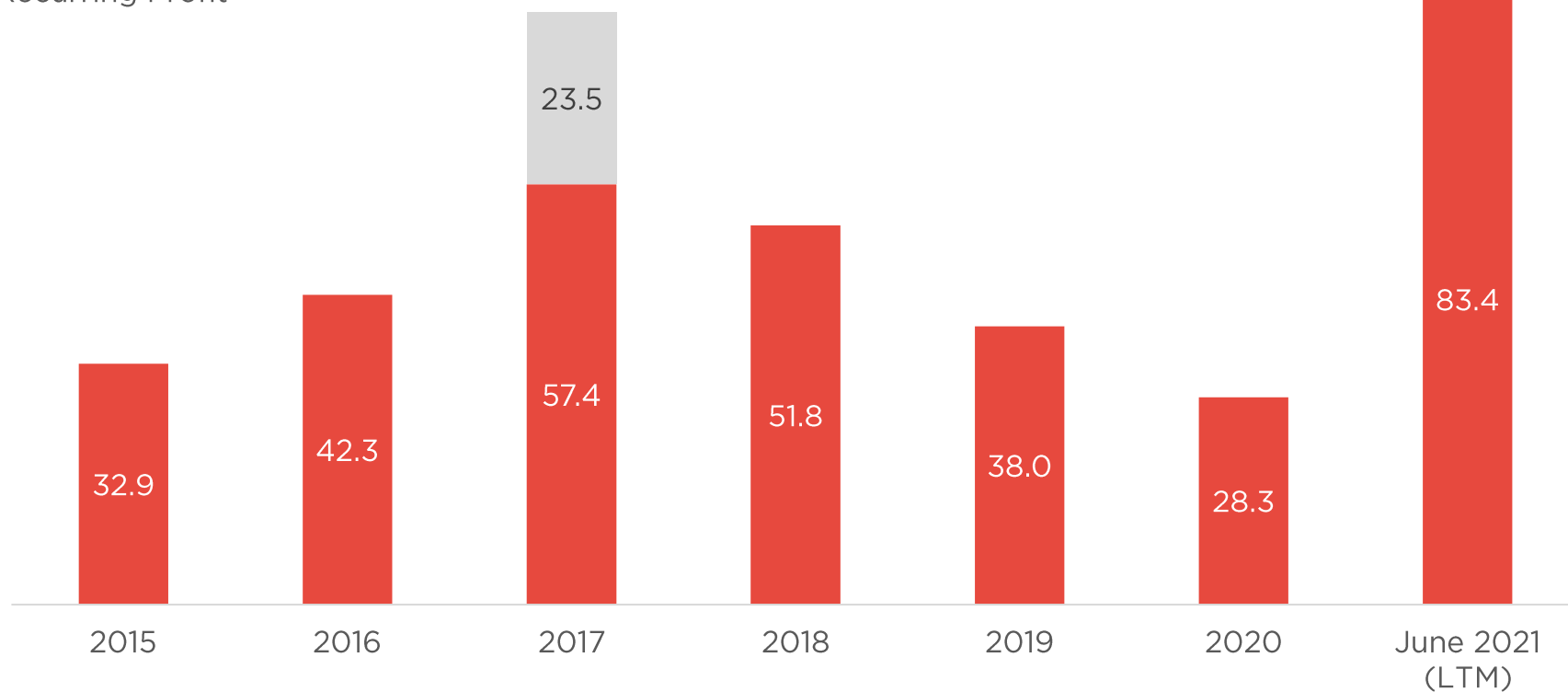
- Greater diversification, reducing liquidity risks
- More alternative assets, improving yield
- Investment risk profile has remained constant over time

# ASSET ALLOCATION DELIVERS RESULTS

## Profit Evolution - Confuturo

Ch\$ bn.

■ Recurring Profit



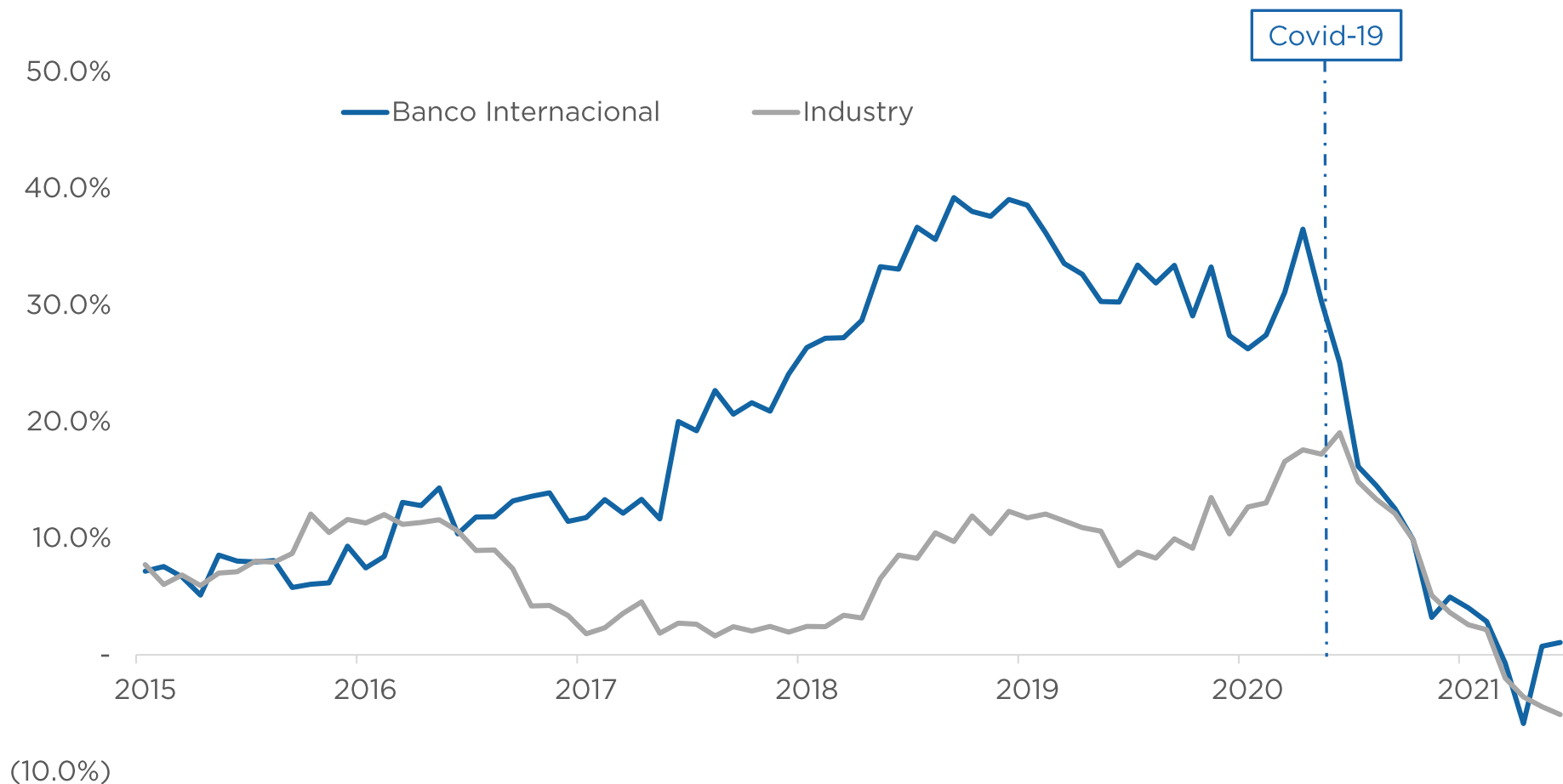






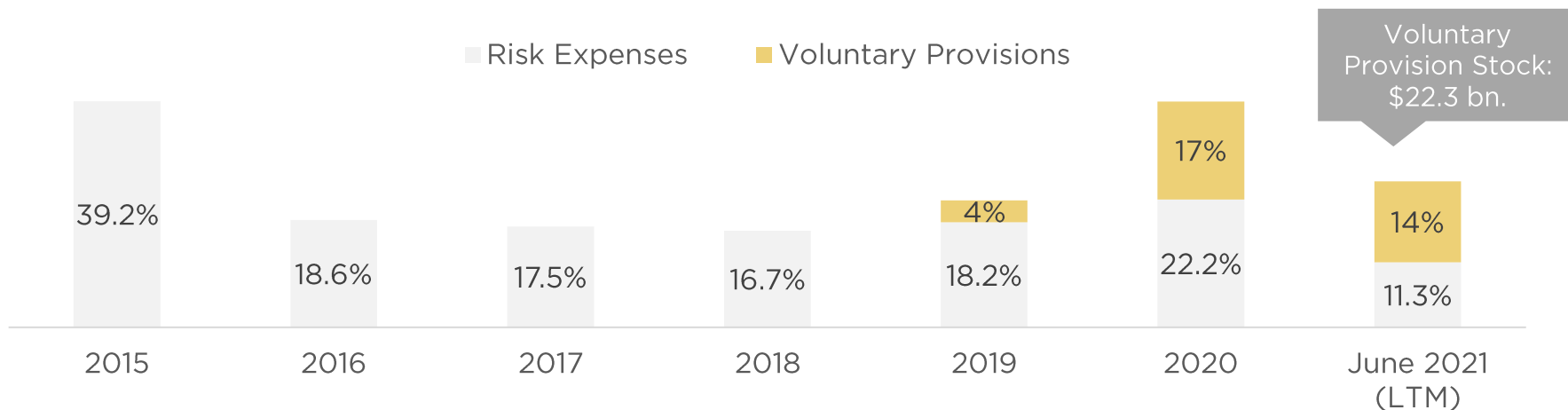
# FLEXIBILITY: FROM GROWTH TO RISK FOCUS

## Annual Loan Growth (%)

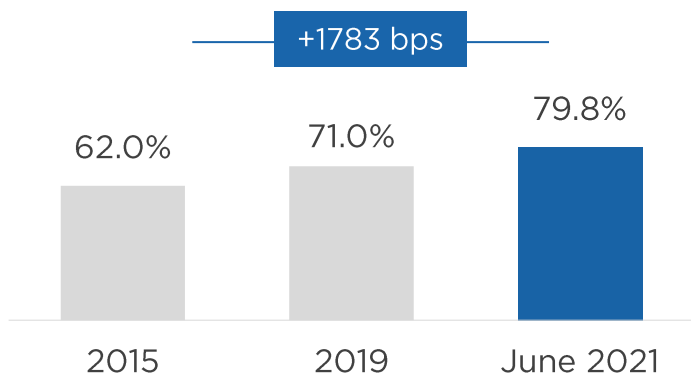


# STRENGTHENING THE BALANCE SHEET

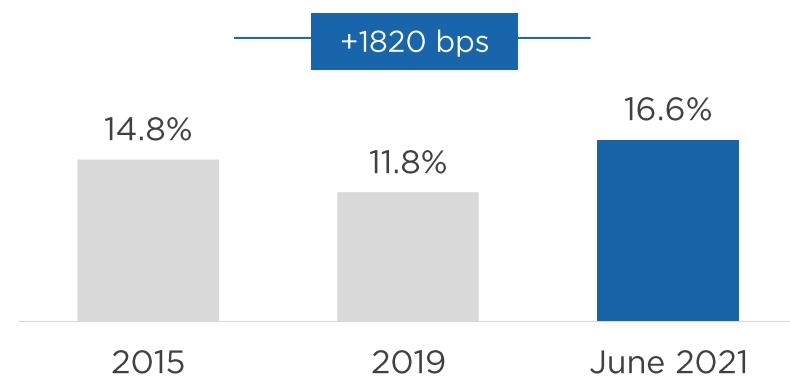
## Risk Expenses / Gross Operating Result (%)



## Collateral Coverage



## Basel Index



# THE FORMULA WORKS

2015 - 2021

I.

## Sustainable Results

- ROAE: 14-15%
- Solvency: 16.2%
- NPL: 1.7%
- NPS 85%

III.

## Efficiency

- From 67% in 2016 to 45-50% in 2020-2021
- Margin Efficiency: 10-20%

II.

## Revenue and risk diversification

- Growth
- Business Diversification
- New Business as Fund Manager, Factoring

IV.

## Managing Risk

- Collateral Coverage: 80%
- Risk Rating Upgrade: AA-positive

# 2022: BUILDING THE FUTURE

## Fintech Bank

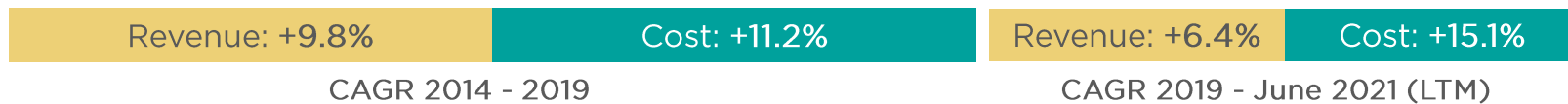
- Launch of new internet banking
- Launch of 3 products with full digital onboarding: time deposits, consumer and business loans
- 25% increase in digital time deposit customers
- Upcoming launch of self-managed online investments



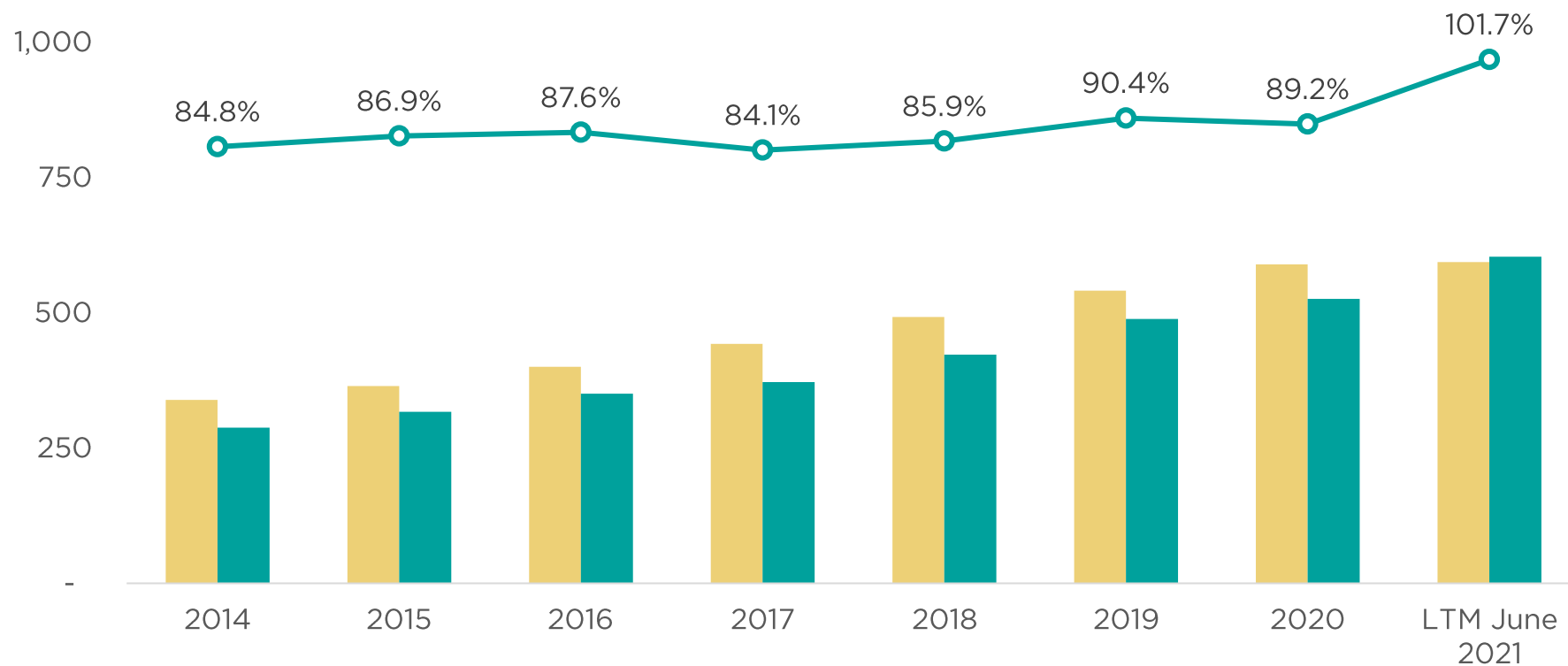


# COST ACCELERATION PRESSURES LOSS RATIO

## Evolution of Revenue, Cost and Loss Ratio

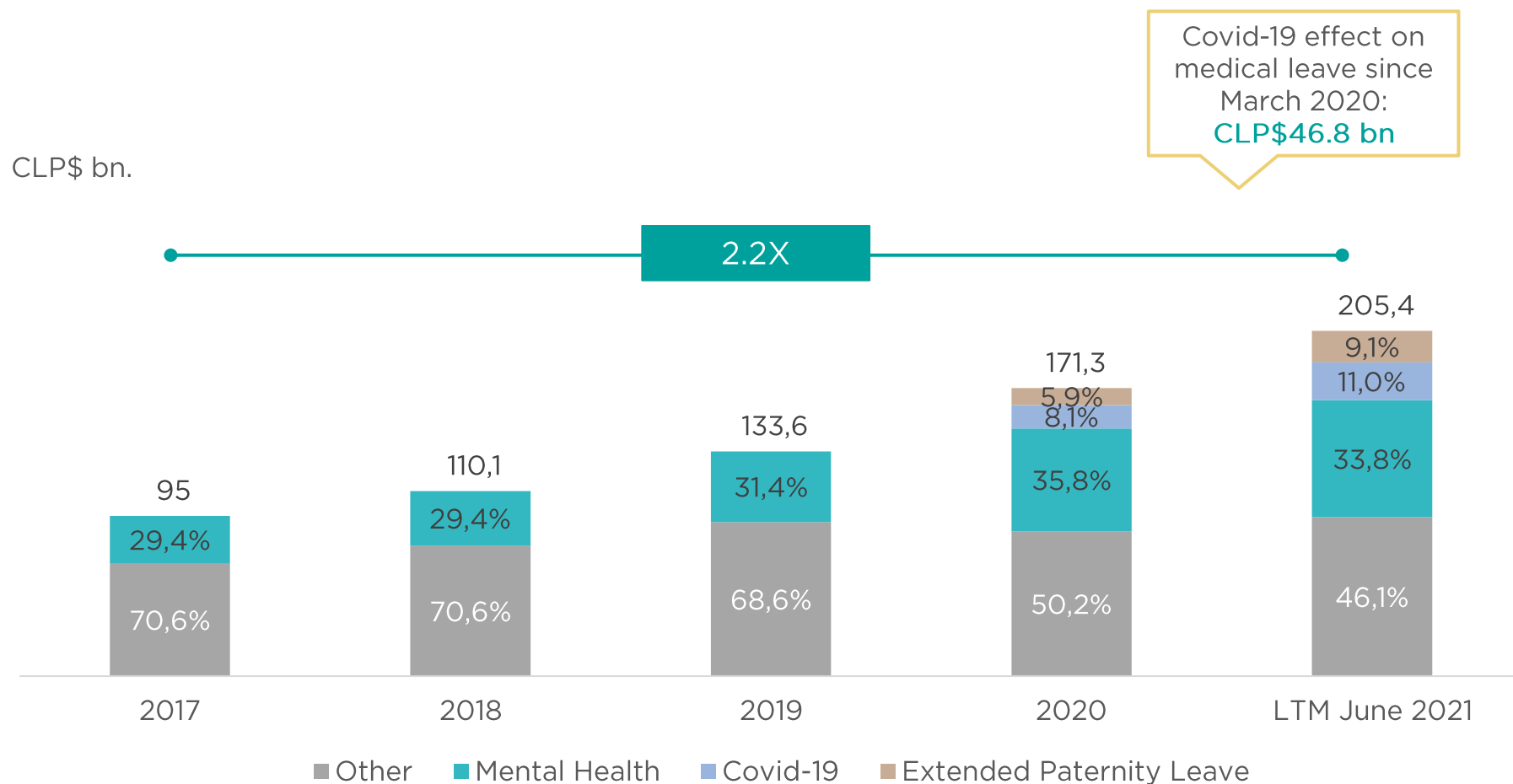


CLP\$ bn.



# MEDICAL LEAVE DOUBLED IN 4 YEARS

## Medical Leave - Consalud

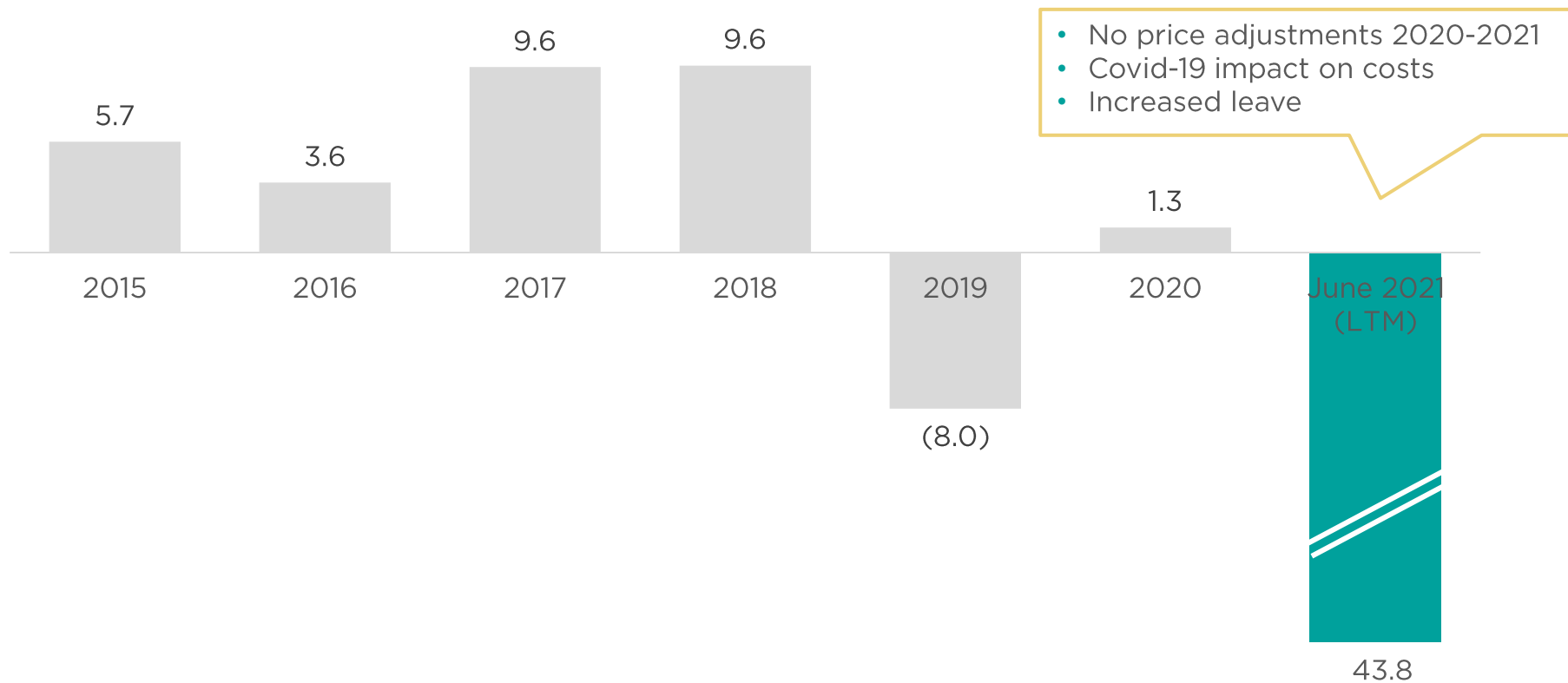




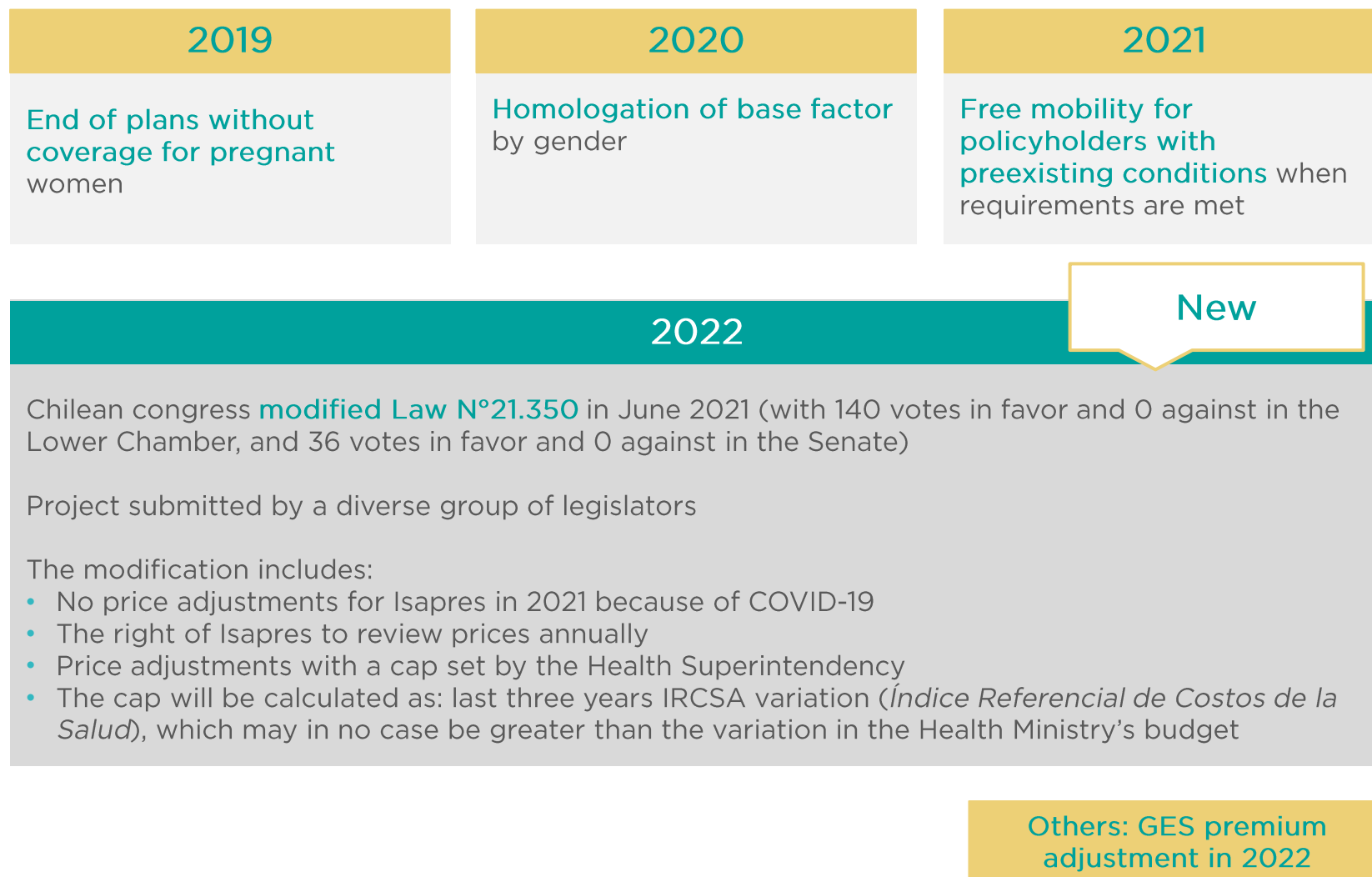
# 2021: PERFECT STORM

## Net Result - Consalud (Under IFRS)

Ch\$ bn.



# HOWEVER, REGULATION IS MOVING FORWARD



# BUILDING A SOLID STRATEGIC PLAN

2019 - 2020

Change in **Executive Committee**, with a focus on efficiency and customer service

2020

**New CEO (Rodrigo Medel):** former Latam executive, CEO of Centros Médicos y Dentales RedSalud and Clínica RedSalud Vitacura, among other positions

2020

**Reached 100% customer services offered online**, 80% of employees working remotely

## CONSALUD STRATEGIC FRAMEWORK 2020-2022



2020

**17 million** medical services covered (US\$720 million)

2020

**Reputation**  
First Place among Isapres (Ipsos)

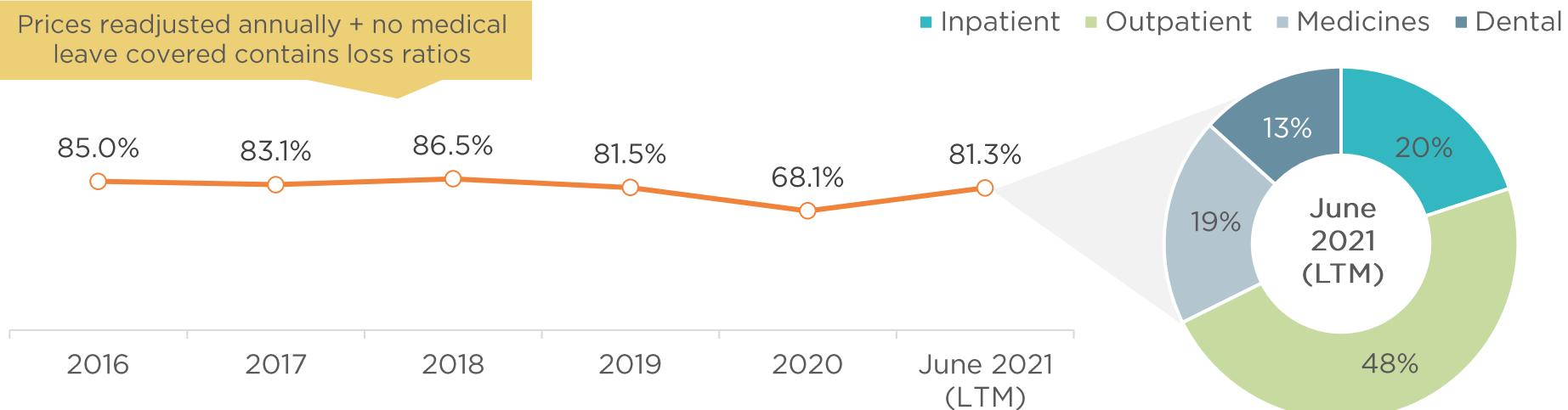
**More than 35 years offering individual health insurance**, with 700 thousand beneficiaries and 420 contributors (#1 in industry)



# LOSS RATIO UP AS HEALTH ACTIVITY REBOUNDED

## Loss Ratio - Vida Cámara

Prices readjusted annually + no medical leave covered contains loss ratios



## Beneficiaries - Vida Cámara

2020

Reached 100% customer services offered online, and 100% of employees working remotely

2020

4 million medical services covered

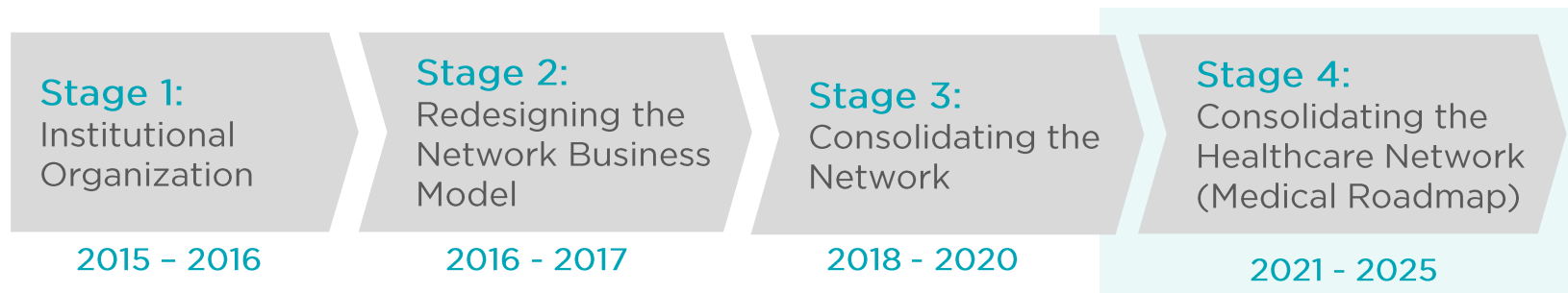
9 years offering group health insurance, with 380 thousand beneficiaries (#3 in industry)





# 2020 - 2021: NETWORK CONSOLIDATION APPROVED THE TEST

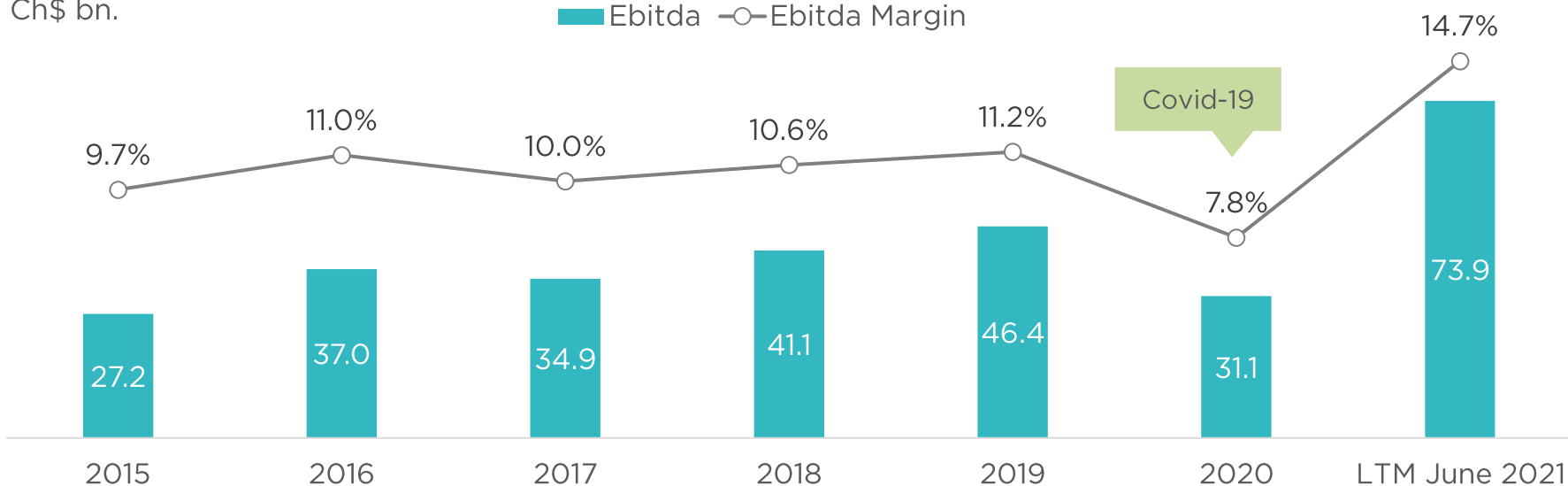
## RedSalud's Strategic Plan: Phases



## Ebitda and Ebitda Margin Evolution

Ch\$ bn.

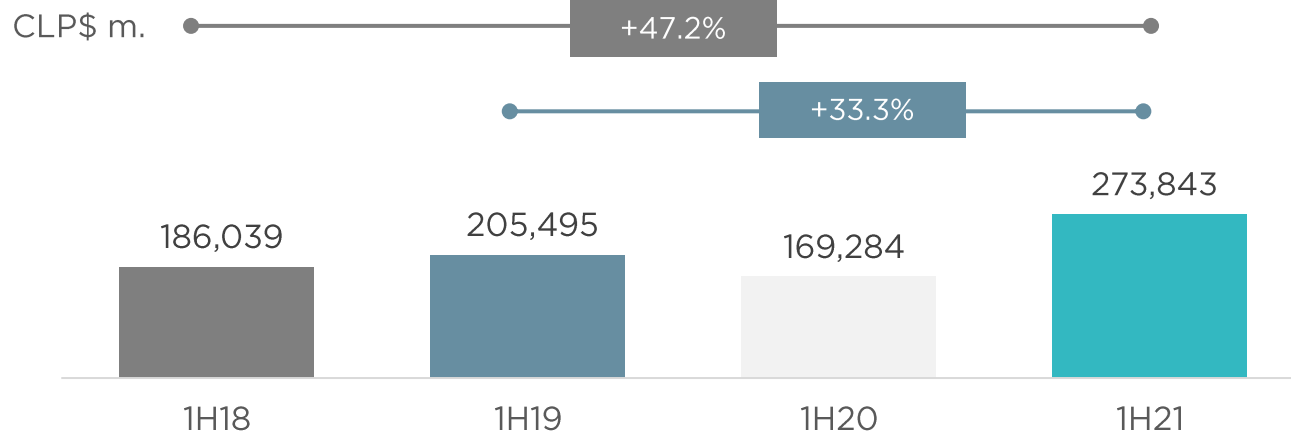
■ Ebitda ○ Ebitda Margin





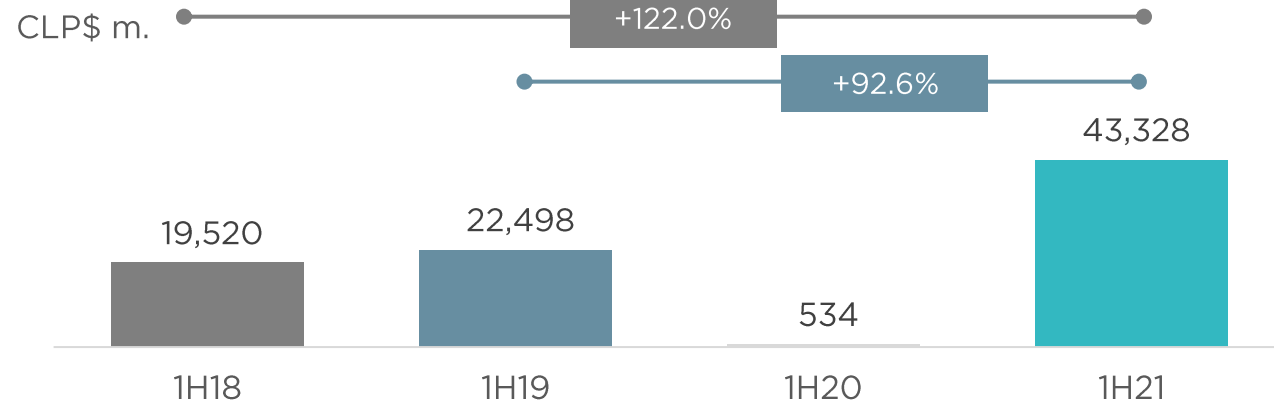
# HIGHER ACTIVITY BENEFFITED MARGINS

## Revenues RedSalud



- Revenue higher than pre-pandemic levels
- Revenue growth without significant CAPEX investments

## EBITDA RedSalud

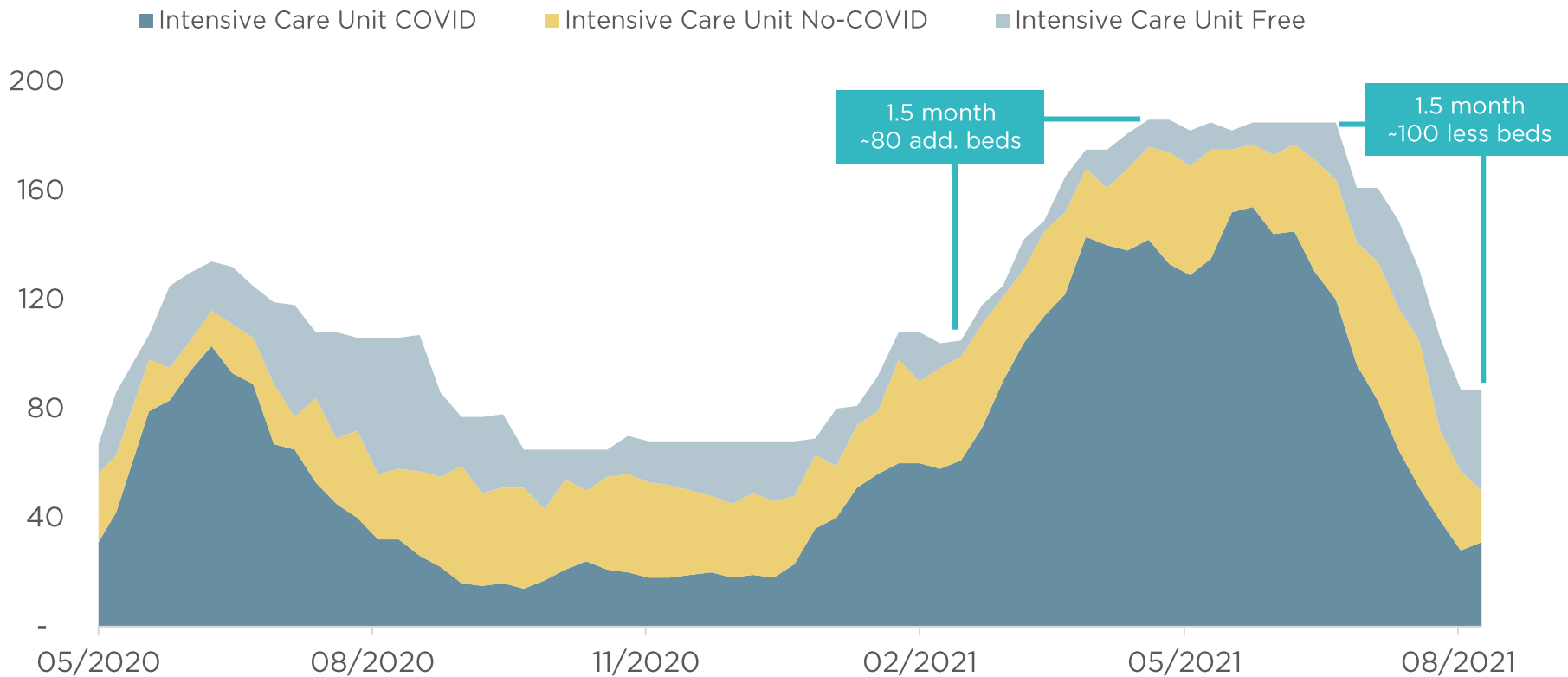


- Growth in EBITDA is higher than revenue, as marginal activity becomes more efficient with volumes

# FLEXIBILITY: STRUCTURAL ADVANCES & NEW SERVICE ALTERNATIVES

## Shift in Beds and Medical Staff to Respond Covid-19

Number of beds



# FLEXIBILITY: STRUCTURAL ADVANCES & NEW SERVICE ALTERNATIVES

## Advances in the Implementation of New Systems



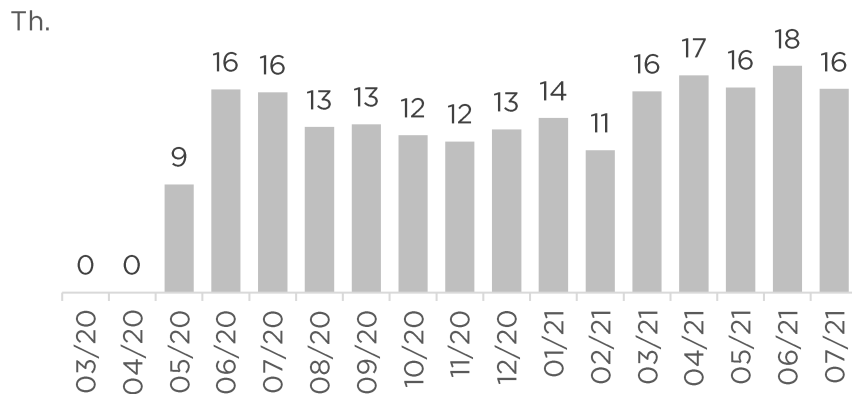
- ✓ Medical and Dental Centers
- ✓ Clinica RedSalud Vitacura (September 2021)



- ✓ Starting in Medical and Dental Centers

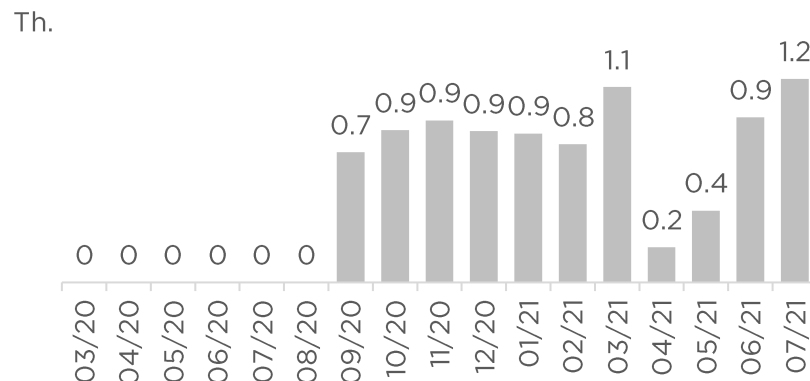


## Telemedicine - RedSalud



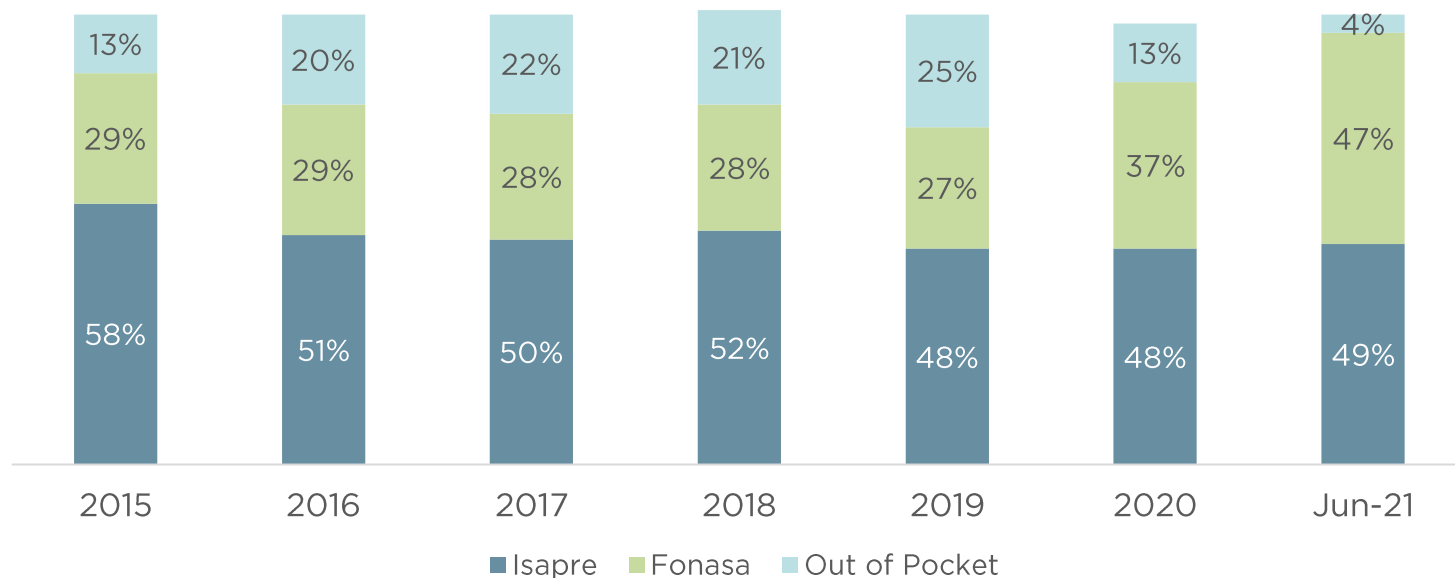
Source: RedSalud

## "Surgery in a Day" - RedSalud



# FLEXIBILITY: STRUCTURAL ADVANCES & NEW SERVICE ALTERNATIVES

## RedSalud Revenue Breakdown by Insurer



• Fonasa has gained importance for RedSalud during the last years

## Fonasa Relevance in Other Healthcare Players (2020 Revenues)

37%

EMPRESAS  
**BANMEDICA**

22%

**Bupa**

25%

**INDISA**  
CLÍNICA DE FAMILIA

13%

**CLÍNICA LAS CONDES**



# ACTIVE ROLE WITH THE PUBLIC SECTOR (FONASA)

- Know-how in group health insurance and relationship with companies
- Developing individual insurance
- **60% of beneficiaries in FONASA**



- Know-how in individual and supplementary health insurance
- Relationship developed with providers
- **60% of beneficiaries arrived from FONASA**



- Close relationship with the public insurer
- Largest private network in Chile
- Relevant size in inpatient, outpatient and dental
- **FONASA: 45% of revenue**







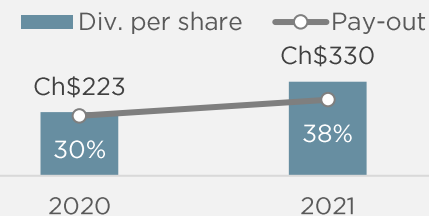
# SOLVENCY AND FINANCIAL POSITION



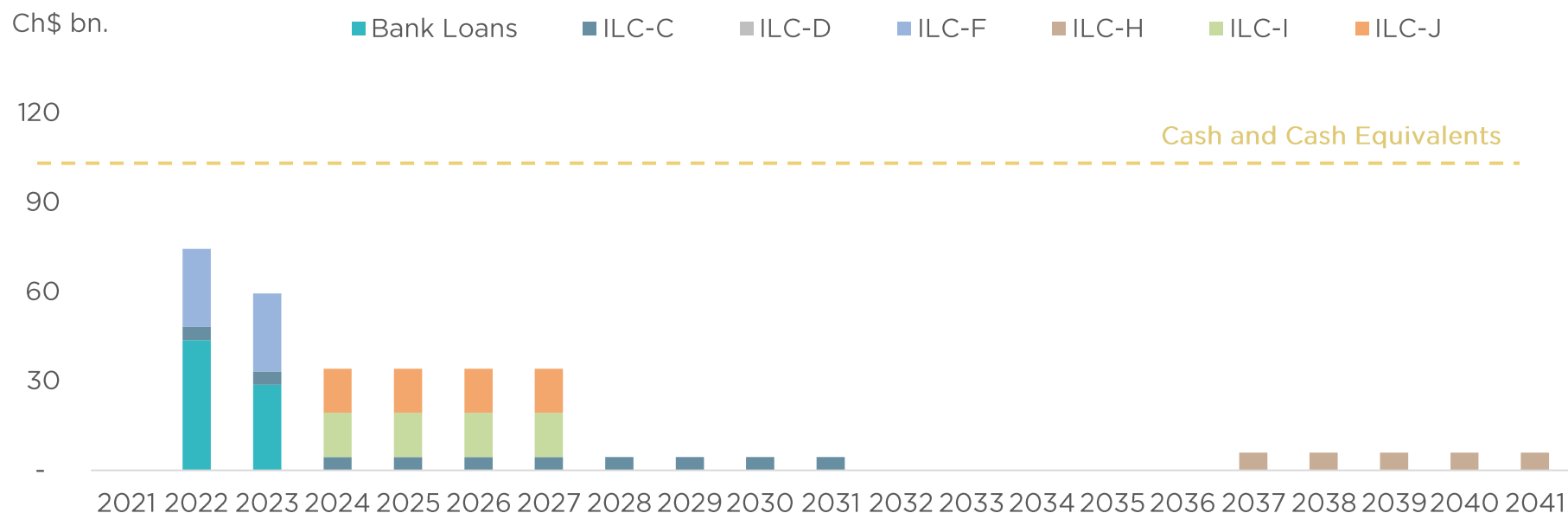
## Capitalized subsidiaries (2020-2021)



## Dividends (Pay-out)



## Repayment Schedule - ILC (June 2021)



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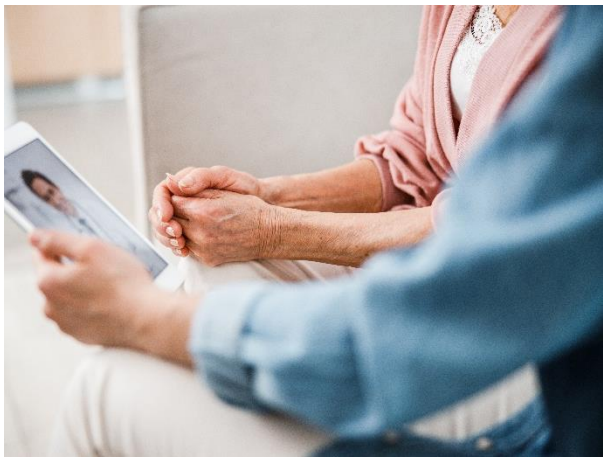


- Working to make companies more flexible allows us to be better prepared



- Preparing the organizational structure for the future...





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