



“BE LEADERS IN THE CONSTRUCTION OF
SOCIAL AND **ECONOMIC** VALUE THAT
IMPROVES PEOPLE'S QUALITY OF LIFE”



Corporate
Presentation
September 2025



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.



BUILDING SOCIAL AND ECONOMIC VALUE: FINANCIAL SECTOR GROWTH AND DEMOGRAPHICS

1. ILC: HISTORY, STRATEGY AND MAIN ADVANCES



Sustained Growth and Returns Over Time

2. ZOOM-IN BY DIVISION



Current phase: Growth in the Financial Sector

3. CLOSING REMARKS



Strategic plan and 2027 goals



CHAPTER 01 | ILC AT A GLANCE

ILC: OUR ORIGINS



Origins
1980

ILC was founded over **45 years ago**, when the Chilean Chamber of Construction (CChC) decided to create companies focused on **health and social security**, with the primary goal of **improving social security** for construction workers and their families.



Recurring
Net Profit
(Pre-IPO)
Ch\$ 60 bn.


100%
of operations
located in
Chile

CONSOLIDATING OUR PRESENCE IN FOUR INDUSTRIES AND THREE COUNTRIES



Banking



Annuities



Pensions



Health



ILC AT A GLANCE

Lean structure under leading position in financial and health sectors



ILC IN NUMBERS







SEP.
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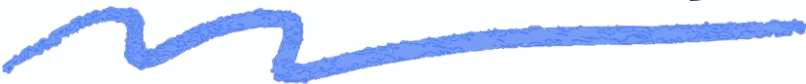
Figures as of June 2025 (LTM)
FX: CLP/USD 950
Source: ILC

CONSISTENT GROWTH AND DIVERSIFICATION SINCE OUR IPO



		2012		(June 2025)
Assets Ch\$ bn	>	1,055	— 15.0x →	17,355
AUM US\$ bn	>	22.3	— 3.7x →	88.4
Equity Ch\$ bn	>	428	— 2.6x →	1,161
Beneficiaries mn	>	3.9	— 2.5x →	9.8
Industries	>	2 	— 2x →	4   
Employees	>	+10,500	— 1.4x →	+15,000

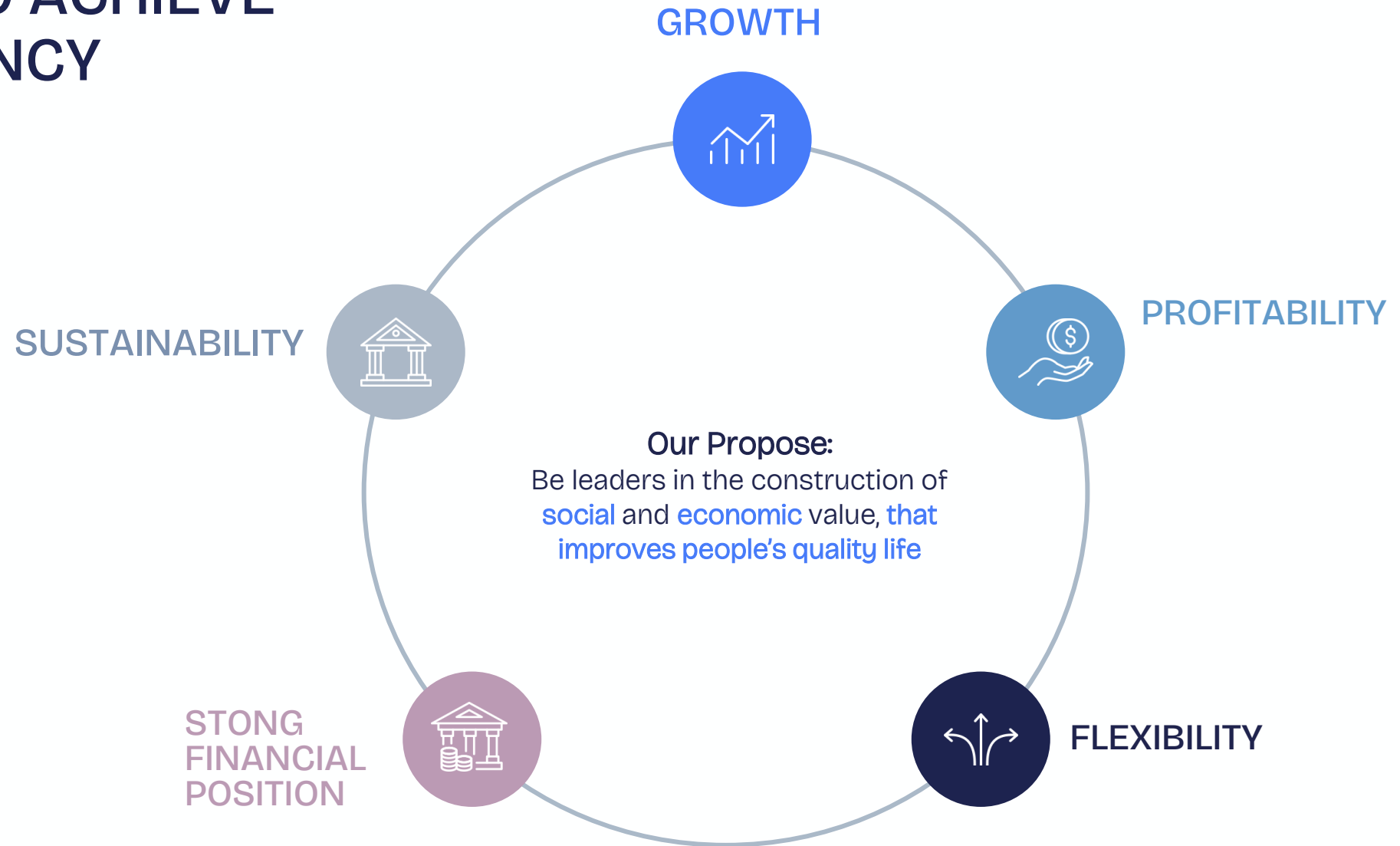
THIS HAS BEEN 
 **DRIVEN BY OUR**
(5 PILLARS) STRATEGY









**THIS HAS BEEN
DRIVEN BY OUR
5 PILLARS STRATEGY**

OUR FUNDAMENTAL PILLARS TO ACHIEVE CONSISTENCY



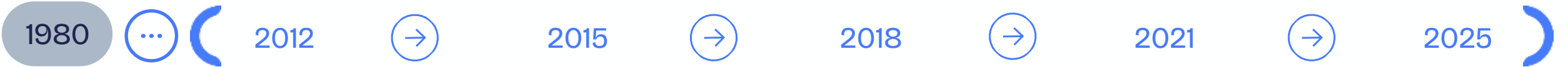
PRESENCE IN INDUSTRIES THAT EXCEED GDP GROWTH



	CAGR 1994-2004	CAGR 2004-2014	CAGR 2014- 2024
 PENSIONS AUM Chilean Pension Funds Industry	14.2%	11.5%	6.3%
 ANNUITIES AUM Life Insurance Industry	17.4%	9.9%	9.1%
 BANKING⁽¹⁾ Total Loans	13.2%	12.3%	7.2%
 HEALTH Current Health Expenditure	9.0% ⁽²⁾	10.8%	10.8% ⁽³⁾
GDP GROWTH⁽⁴⁾	5.0%	4.5%	2.0%

(1) Bank loans exclude foreign loans
(2) 2000 – 2004
(3) 2014 – 2022
(4) Real GDP Growth, the nominal CAGR for the respective periods is: 11,3%, 10,4% and 7,3%
Source: Superintendencia de Pensiones, AACH, CMF Data, WorldBank

WE HAVE COMPLEMENTED OUR BUSSINESSES THROUGH SELF-FINANCED ACQUISITIONS



IPO SUCCESSFUL M&A AND DIVESTITURES

 Acquisition (2013) Multiple (P/B) 0.83x	 Acquisition (2015) Multiple (P/B) 1.29x	 Partnership (2016) Multiple (P/B) 3.0x	 Acquisition (2019) Multiple (P/B) 1.30x	 Acquisition (2022) Multiple (P/B) N/A & 0.64x	 Acquisition (2023) Multiple (P/B) 1.00x	 Increased Stake (2024) Multiple (P/B) 1.40x	 Increased Stake (2025) Multiple (P/B) 1.50x
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RATIONALE BEHIND OUR ACQUISITIONS



SEP.
/2025

KEY MILESTONES IN THE LAST 12 MONTHS

VIVIR SEGUROS WAS
AWARDED 28% OF
SISCO IN PERU



October 2024

ILC INCREASED ITS
STAKE IN BANCO
INTERNACIONAL



December 2024

ILC Returns to the
IPSA



March 2025

BANCO
INTERNACIONAL
ACHIEVES 100%
OWNERSHIP OF
AUTOFIN



April 2025

BANCO
INTERNACIONAL
ISSUES ITS FIRST AT1
BOND



April 2025

REDSALUD SIGNED A
BINDING AGREEMENT
TO ACQUIRE THE
NUEVO SANATORIO
ALEMÁN



May 2025

CONFUTURO WAS
AWARDED 50% OF
CONTRACT 11 OF THE
DISABILITY AND
SURVIVOR
INSURANCE



June 2025

COMMERCIAL
ALLIANCE BETWEEN
BANCO
INTERNACIONAL AND
MAPFRE



July 2025

CONSISTENT RETURNS OVER TIME AND DOUBLE DIGIT ROAE

PROFIT AND ROAE ILC



2013 – 2016: Consolidation

CAGR₂₀₁₃₋₂₀₁₆: 4.8%

2017 – 2022: Growth, Diversification and Turnaround

CAGR₂₀₁₆₋₂₀₂₂: 12.6%

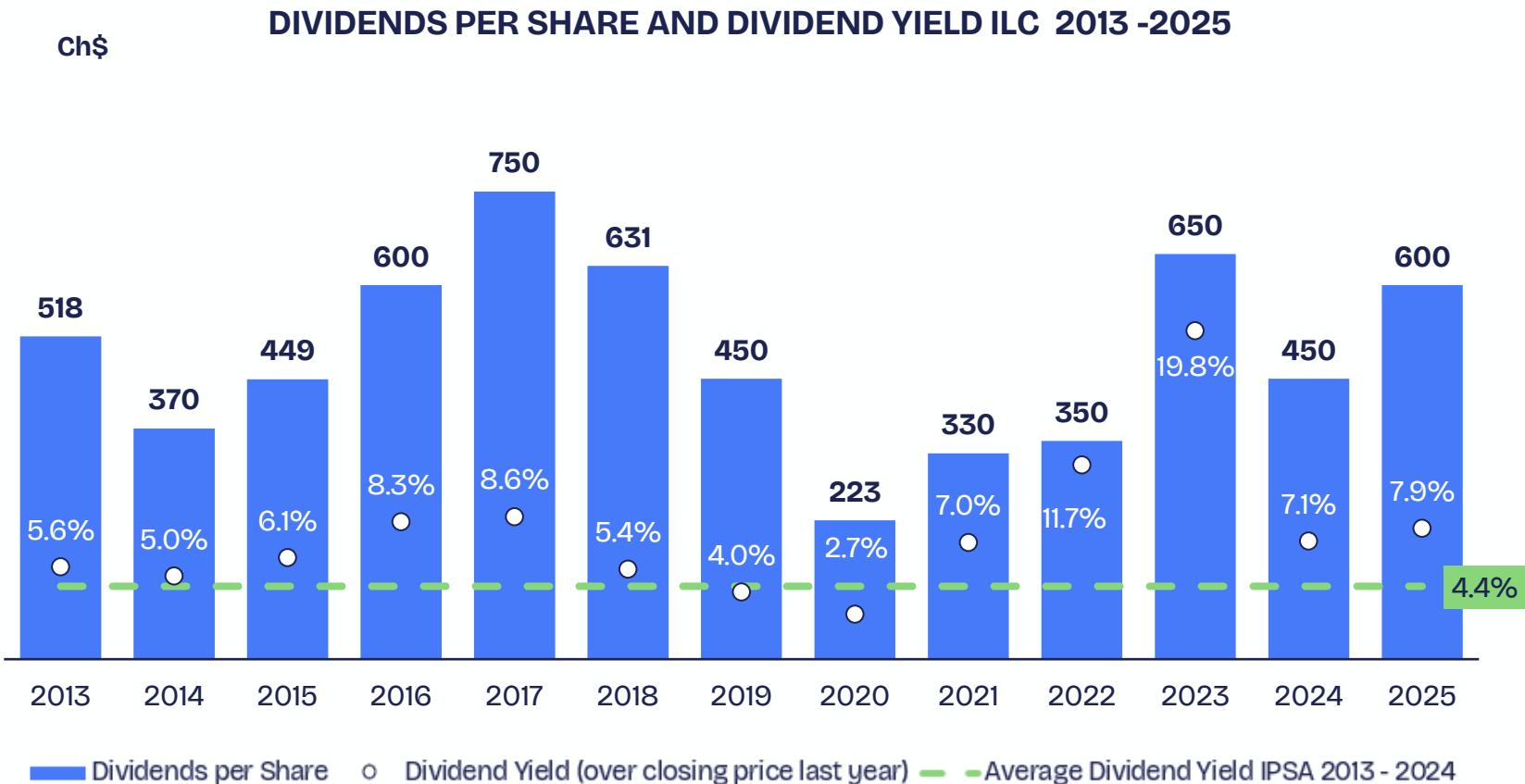
2023 – 2027: Growth in Financial Business

CAGR₂₀₂₂₋₂₀₂₅: 15.3%

→

(1) Extraordinary loss for 2024, from an accounting liability under IFRS regulations of the Consalud subsidiary due to the Isapres Short Law
Source: ILC

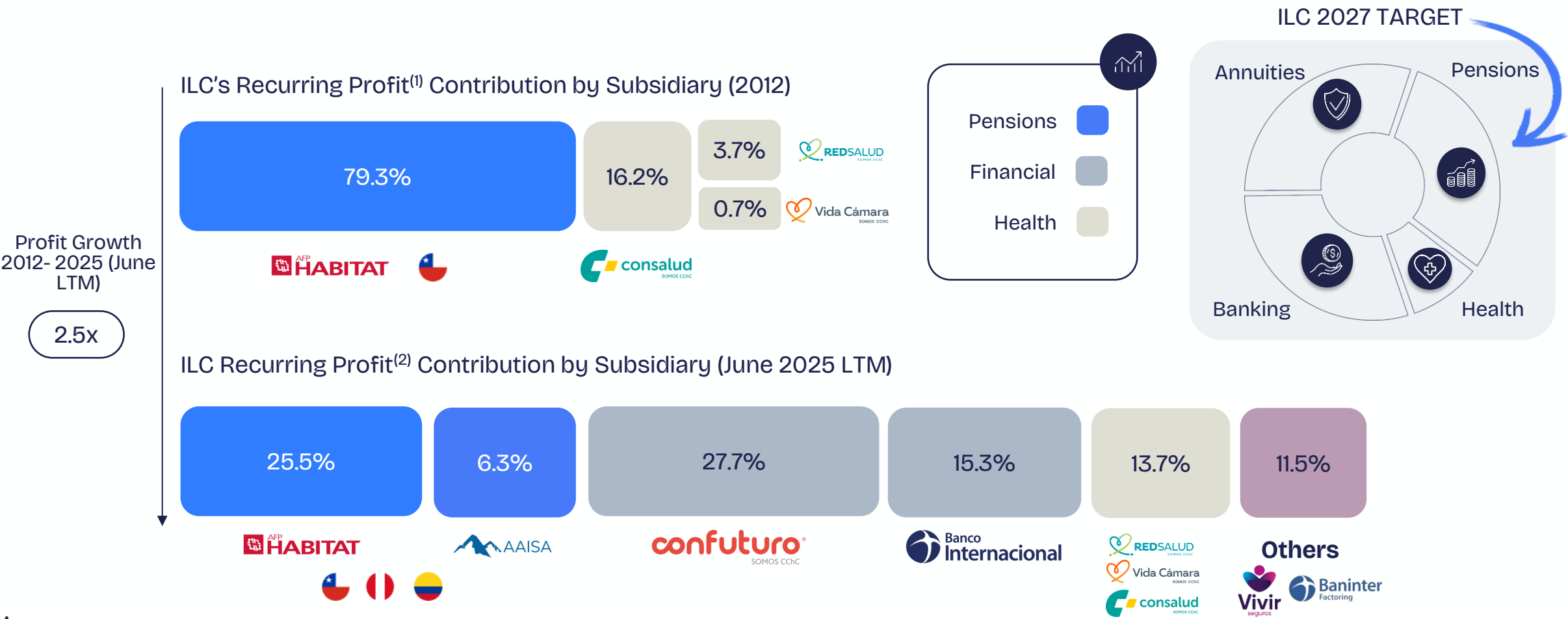
CONSISTENT AND ATTRACTIVE DIVIDEND YIELD



ILC's Average Dividend Yield
2013-2024
7.6%

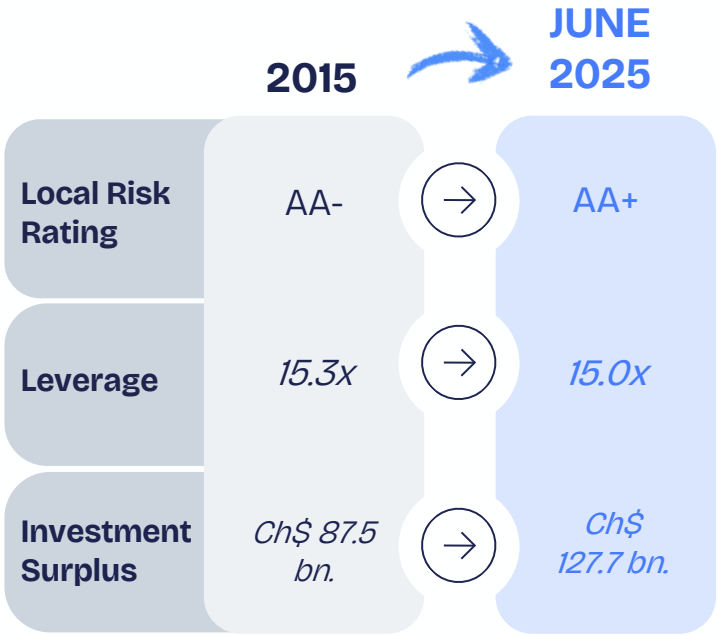
Distributed since IPO
Ch\$6,551
Per Share
(93% IPO price)

PROFIT DIVERSIFICATION: NEW INDUSTRIES & GEOGRAPHIES

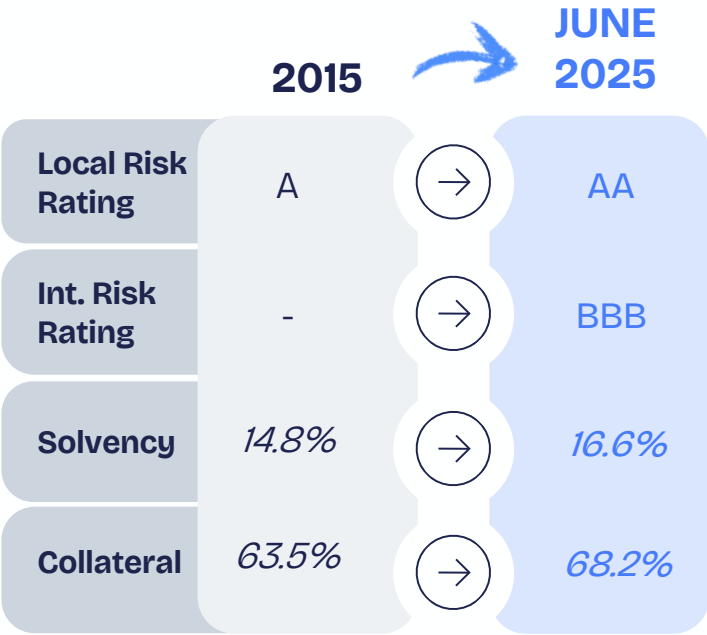


(1) Profit excludes result due to Disability and Survival Insurance (SIS) in 2012
 Source: CMF, ILC

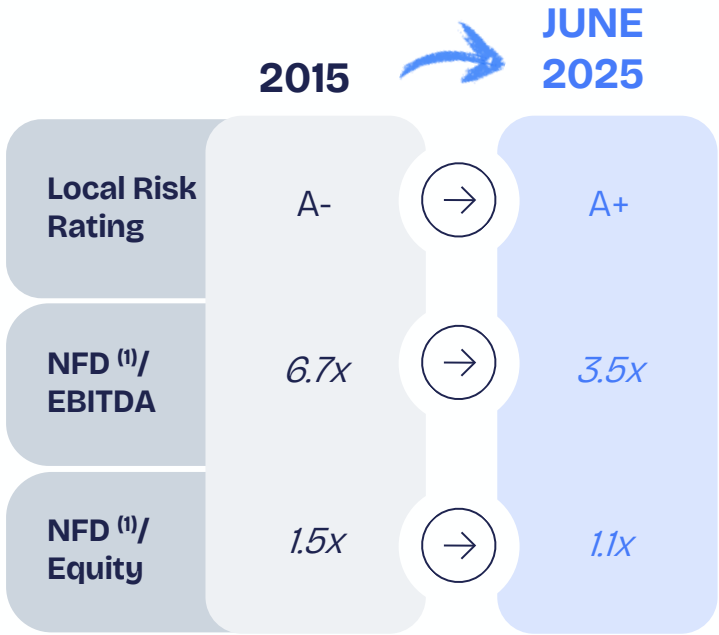
SUSTAINED IMPROVEMENT IN SUBSIDIARIES' RISK RATINGS



- Lower leverage according to new investment strategy

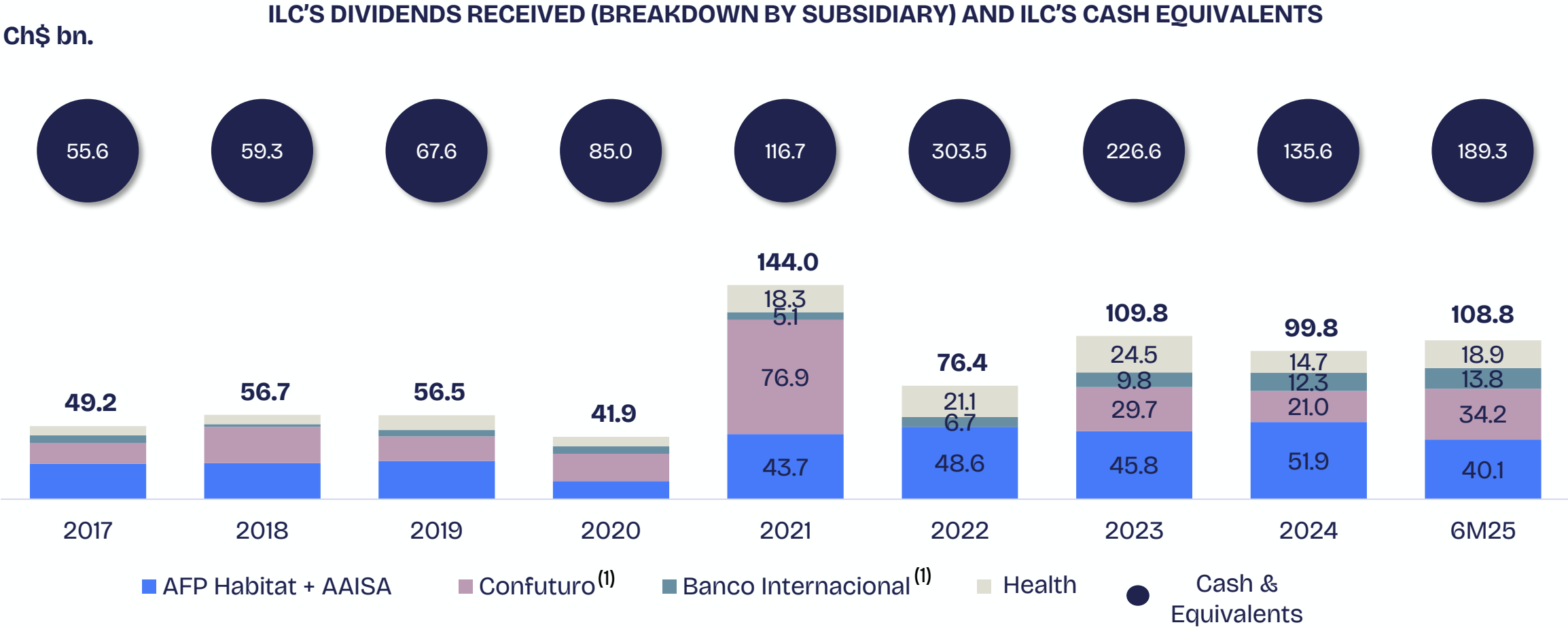


- Highest collateral coverage in the industry and solvency in line with Basel III standards



- Deleveraging strategy

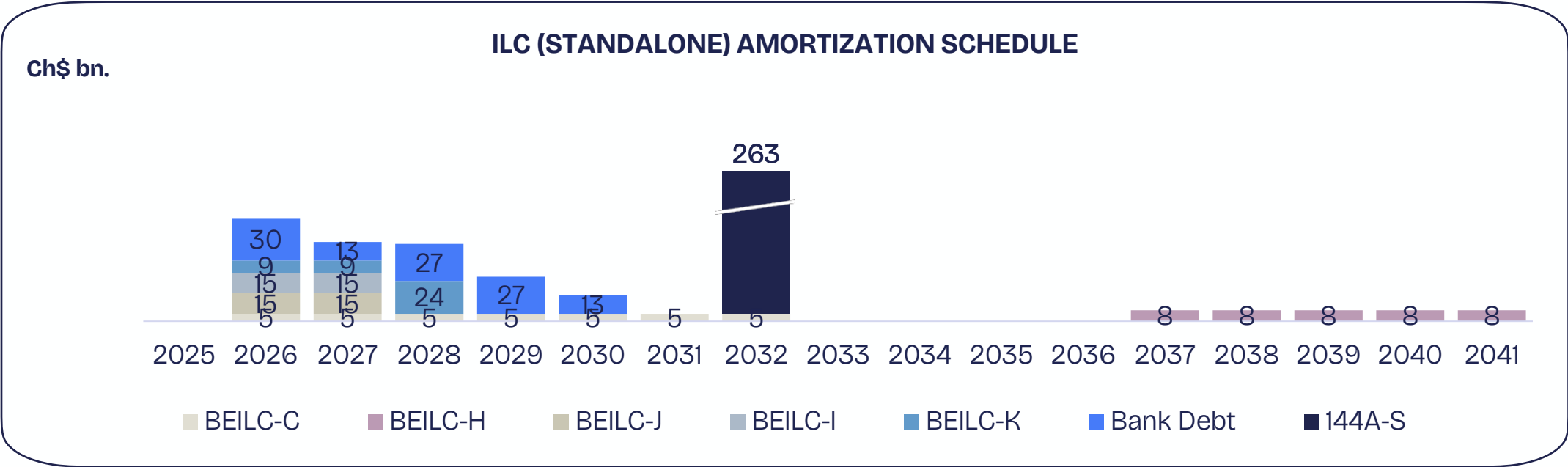
DIVERSIFIED BUSINESS PROFILE AND CASH FLOW GENERATION



(1) Dividends from Confuturo and Banco Internacional correspond to dividends received by Inv. Confuturo and ILC Holdco, the controlling entities of Confuturo and Banco Internacional.
Source: ILC

WELL-MANAGED DEBT MATURITY AND LIQUIDITY POSITION

Strong
Financial
Position



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Source: ILC

Total Net Financial Debt
June 2025
Ch\$ 386.4 bn.

NFD / Equity
June 2025
0.33x

Liquidity Position
June 2025
Ch\$189.3 bn

RISK RATING

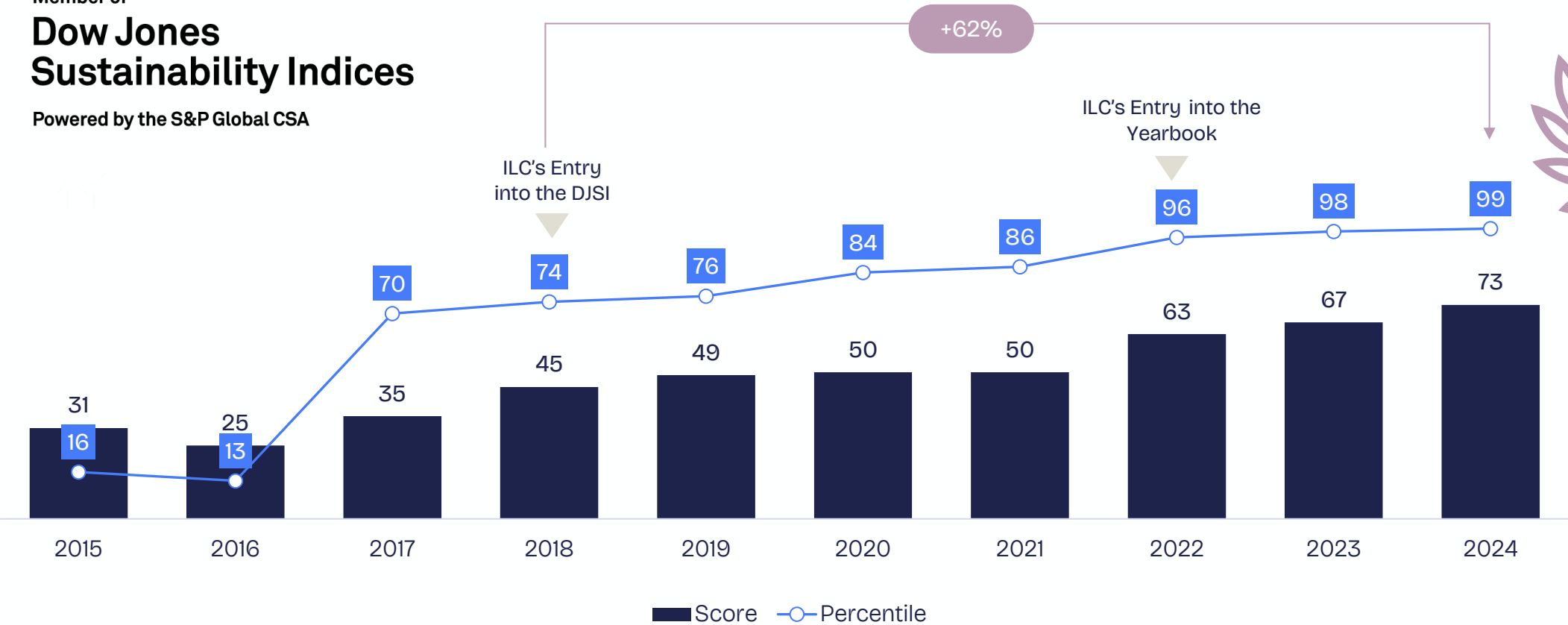
LOCAL
AA+/AA+
FellerRate
ICR ICR Chile

INTERNATIONAL
BBB/BBB+
FitchRatings S&P Global

ESG RESULTS OVER TIME: ILC POSITIONED 5th GLOBALLY IN THE INDUSTRY

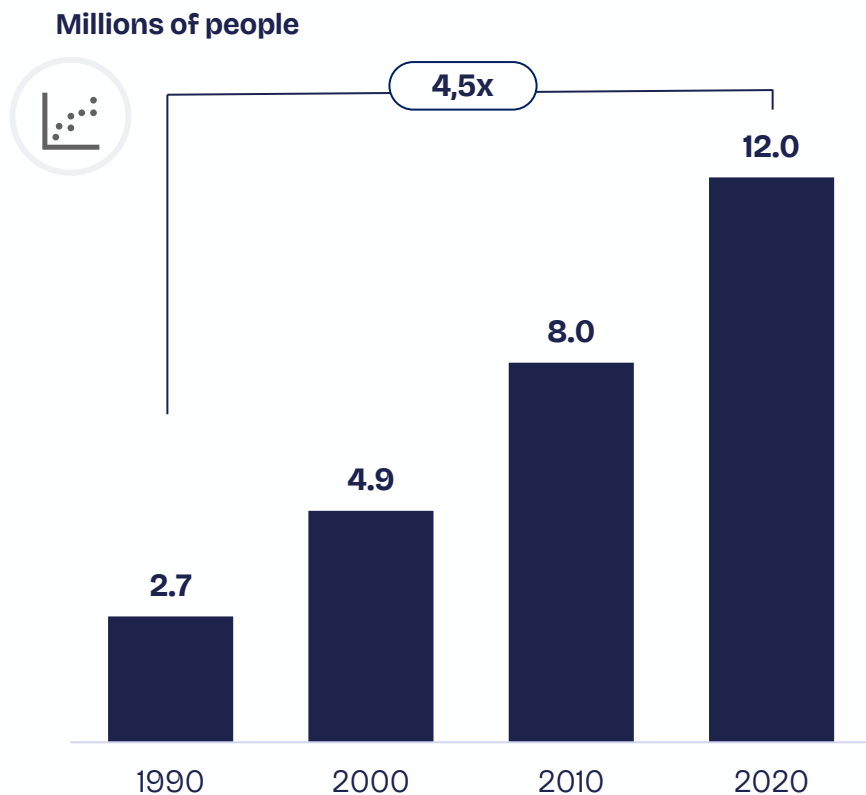
Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

EVOLUTION OF ILC'S DJSI SCORE⁽¹⁾

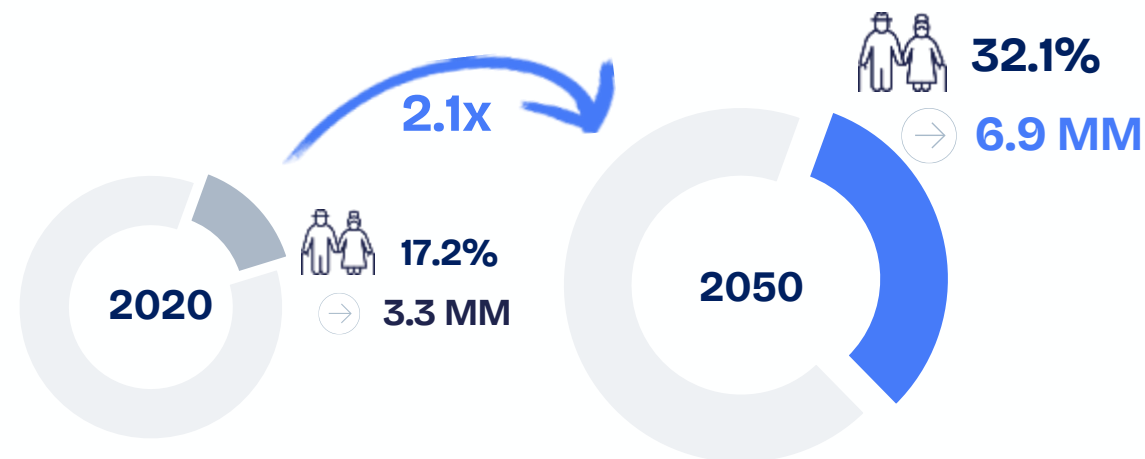


BY 2050, 3 OUT OF 10 PEOPLE IN CHILE WILL BE OVER +60Y

EVOLUTION OF THE CHILEAN MIDDLE-INCOME POPULATION⁽¹⁾



ESTIMATE OF THE CHILEAN +60Y POPULATION



POTENTIAL MARKET OF PEOPLE +60Y IN OUR INDUSTRIES

Programmed Withdrawal Pensioners	750 th	→	~1,9 MM
Annuity Pensioners	650 th	→	~1,4 MM
Hospitals Discharges	440 th	→	~1,1 MM
Private Health Beneficiaries ⁽²⁾	650 th	→	~1,3 MM
Debtors	1.1 MM	→	~2,0 MM

FX: 950 CLP/USD

(1) Middle- income segment defined as those individuals whose total income is between 1.5 and 6 times the poverty line // (2) The estimate takes into account supplemental group health insurance and ISAPRE beneficiaries

Source: Banco Mundial, CASEN, INE, Libertad y Desarrollo, Superintendencia de Pensiones, Confuturo, CEPAL, Superintendencia de Salud, CMF, AACH, ILC

CHAPTER 02 | ZOOM-IN BY DIVISION

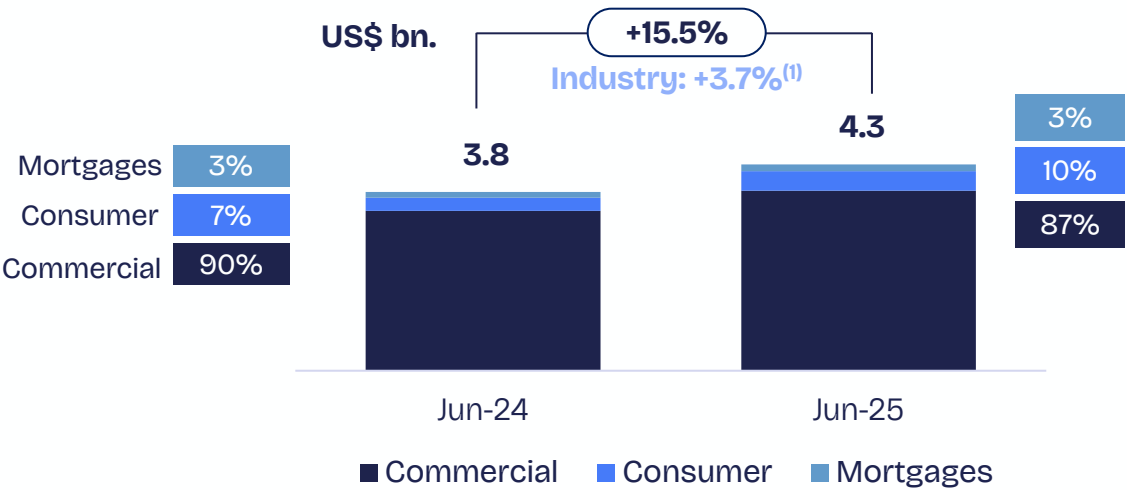


Banking

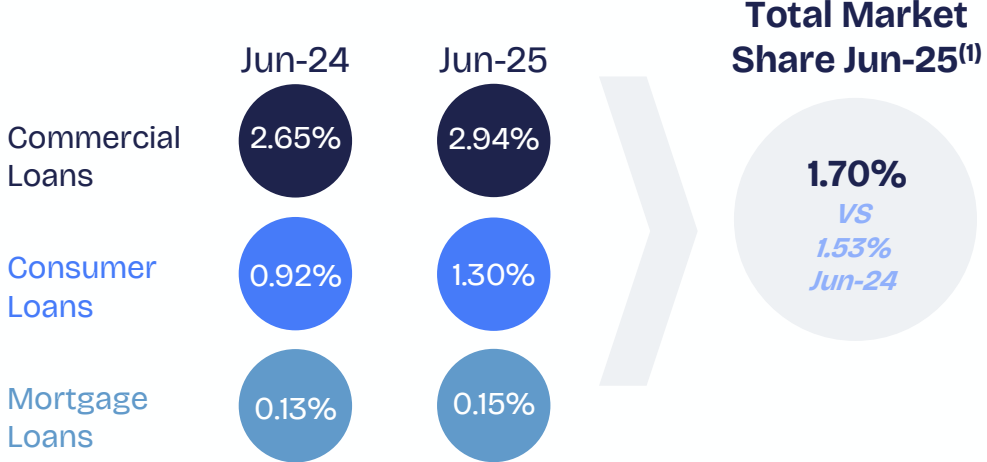


SIGNIFICANT LOAN GROWTH, FOURTH-HIGHEST YOY INCREASE IN THE INDUSTRY

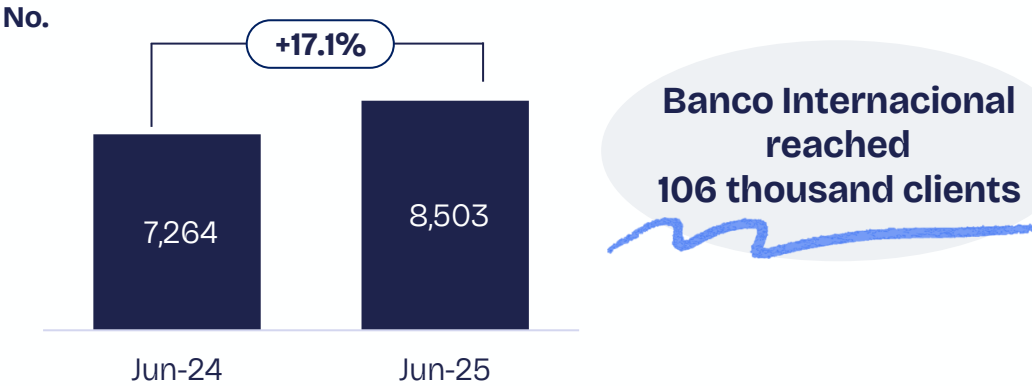
BANCO INTERNACIONAL LOANS



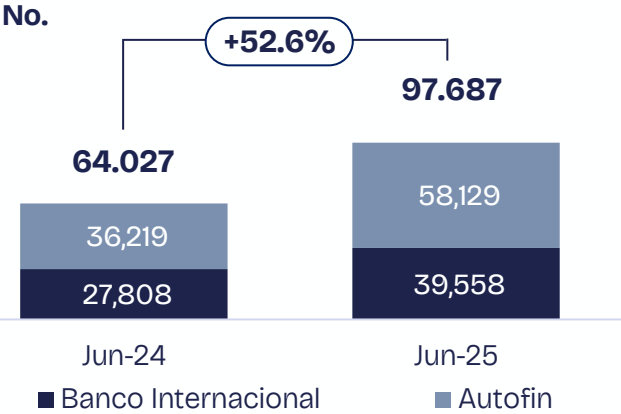
MARKET SHARE BY SEGMENT⁽¹⁾



COMMERCIAL BANKING CLIENTS



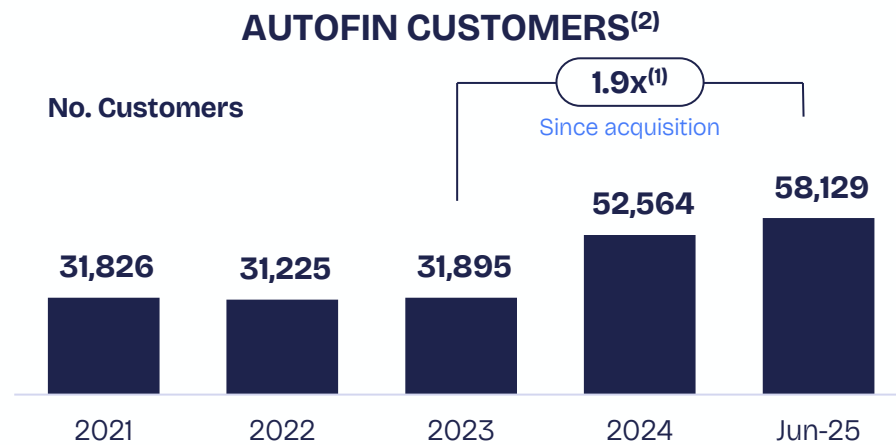
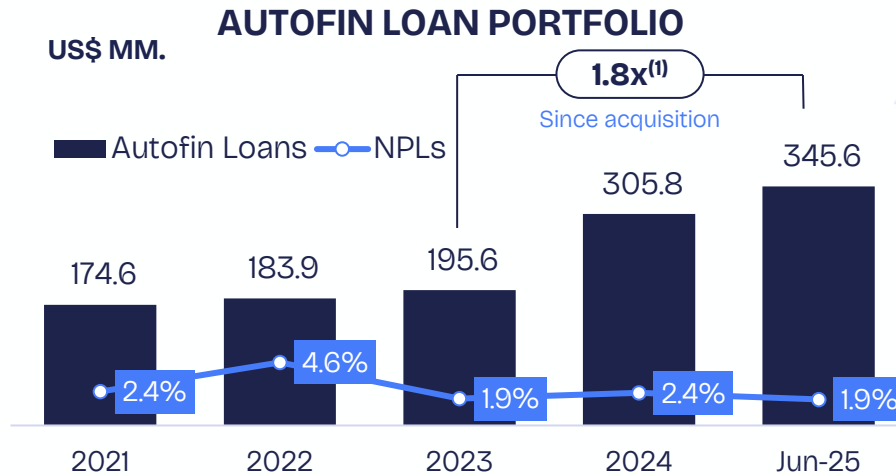
RETAIL BANKING CLIENTS



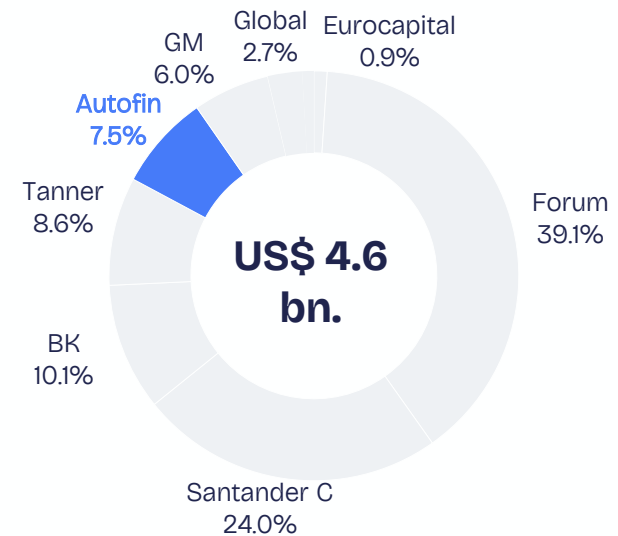
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FX: 950 CLP/USD
(1) Excluding Foreign loans
Source: CMF

AUTO FINANCE OPPORTUNITIES IN A GROWING MARKET



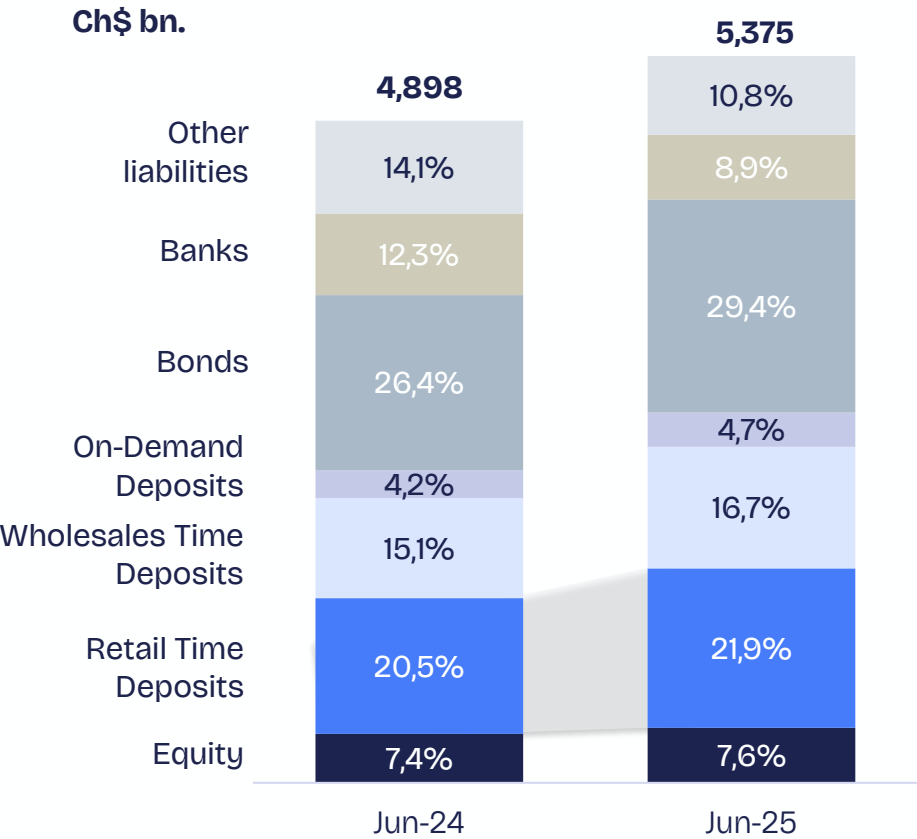
INDUSTRY MARKET SHARE (JUN-25)



Banco Internacional acquired 51% of Autofin in Aug-23 with the goal of growing 3x in 5 years

ESTABLISHING A ROBUST FUNDING STRUCTURE

FUNDING STRUCTURE JUNE 2024 VS 2025



→ **+90% of last year's loan growth was financed through stable funding sources**

Access to **local** and **international** markets

Two capital increases during **2025** totaling Ch\$28.5 billion

In March 2025, the bank issued **UF 400,000 in subordinated bonds**

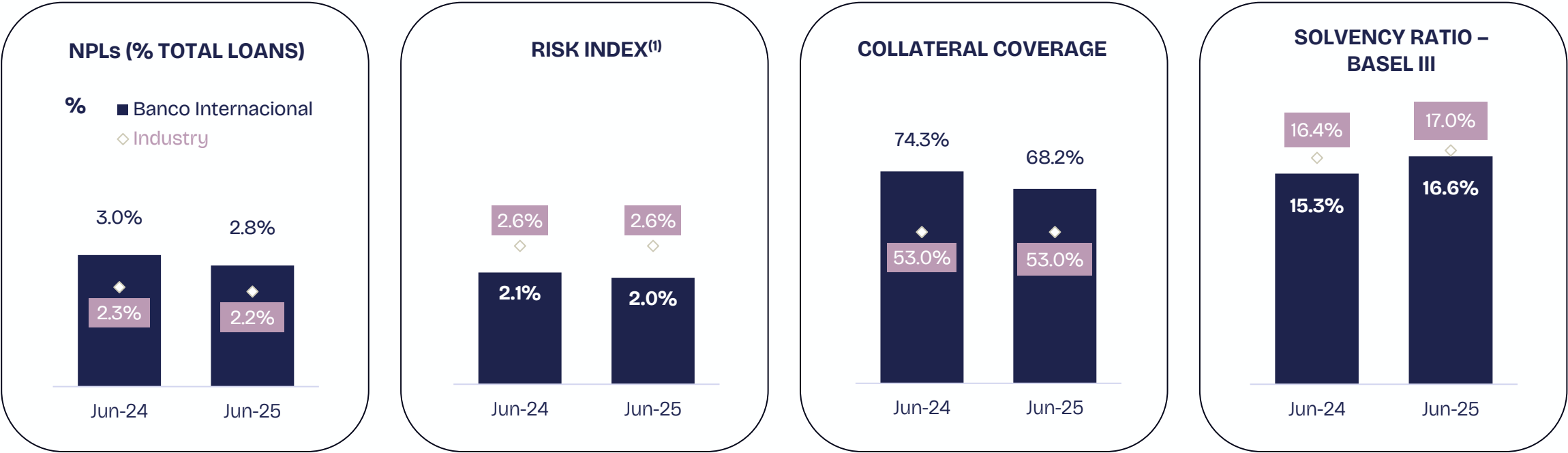
In July 2024, it issued its first bond in the **Swiss market** for **CHF 120 MM**

In April 2025, the Bank issued the **first AT1 bond in the Chilean industry** for UF 2 million with no fixed maturity (perpetual) and an annual interest rate of 5.6%

FUNDING OPPORTUNITIES

- Scale the retail financing base through customer acquisition and retention
- Expand the local and international portfolio of large corporate clients
- Significance of developing products in accordance with a digital onboarding process

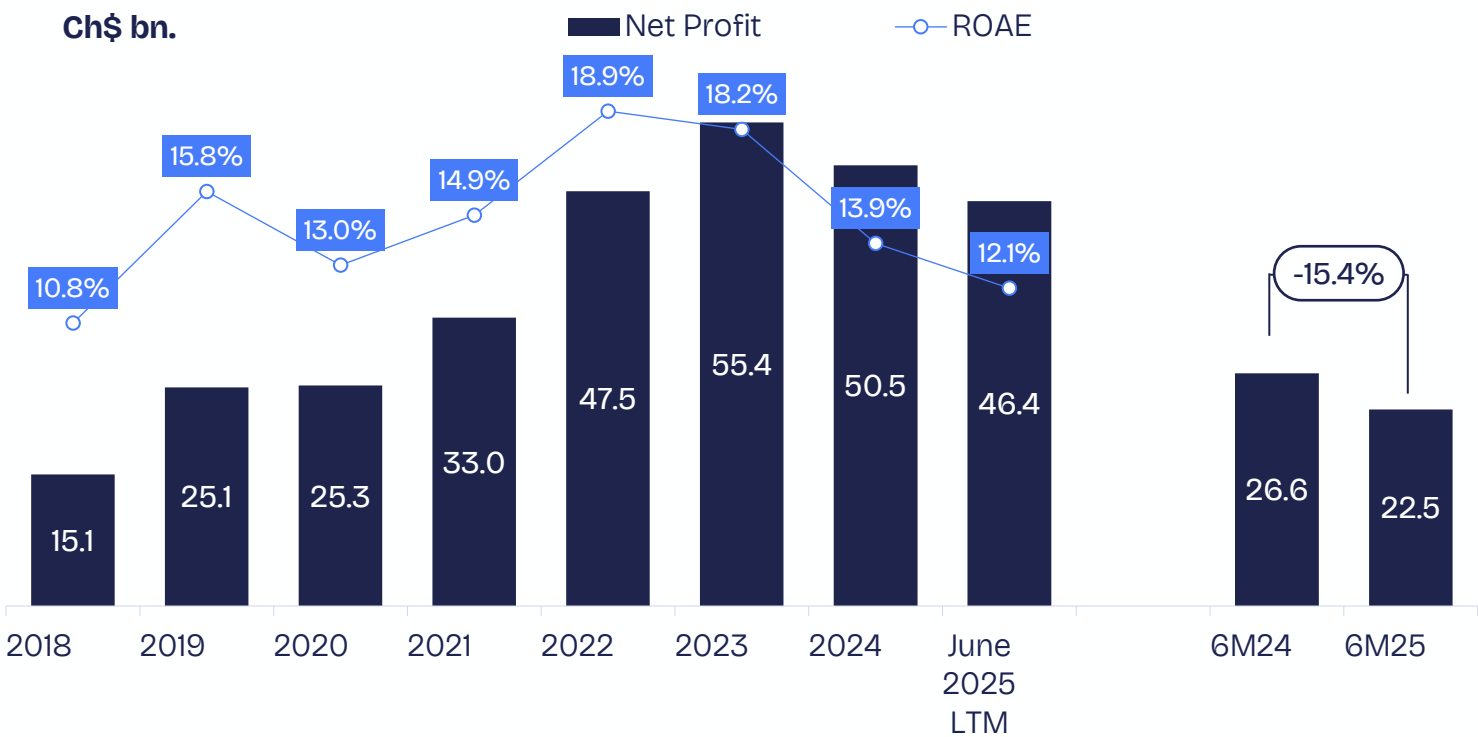
STRONG COLLATERAL COVERAGE AND CONTROLLED RISK INDICATORS



(1) Provisions to Total Loans
Source: CMF, Banco Internacional

SUSTAINED GROWTH IN PROFIT

BANCO INTERNACIONAL PROFIT & ROAE



MAIN TOPICS

- Enhanced organic growth driven by digital expansion
- Adding inorganic opportunities and strategic partnerships
- Diversified business model across multiple market segments
- Broad-based funding sources

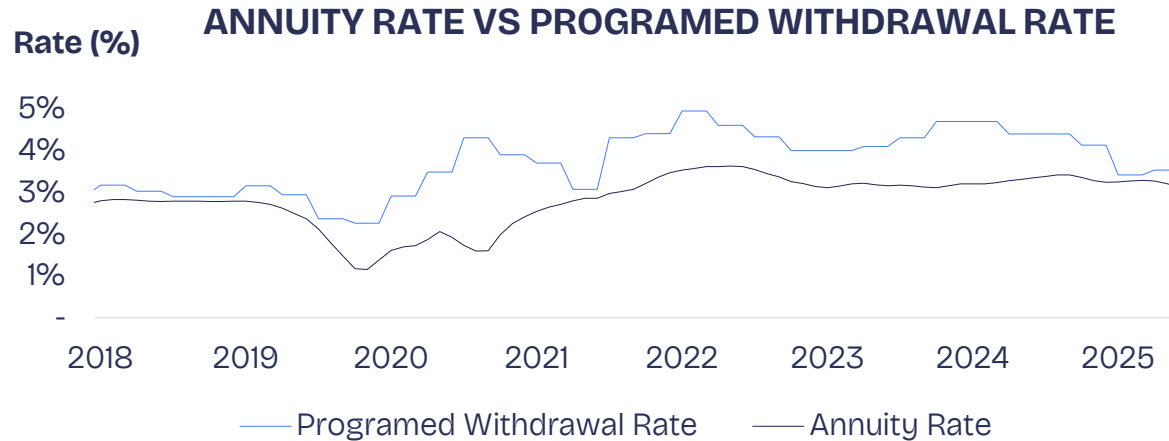


Annuities

confuturo
SOMOS CChC

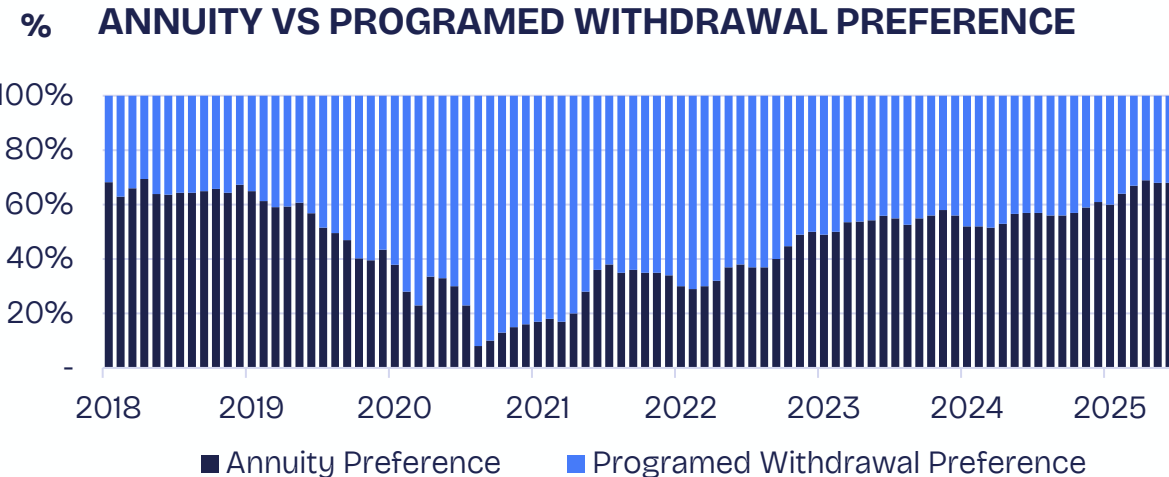


SUSTAINED DEMAND FOR ANNUITIES, WITH CONFUTURO MAINTAINING A STRONG MARKET SHARE



Jun. 2025:
3.54%

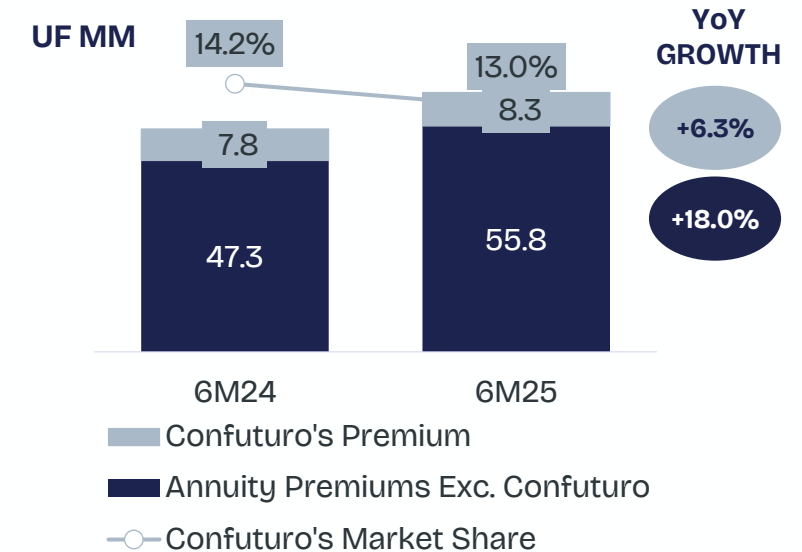
Jun. 2025:
3.14%



Jun. 2025:
32.0%

Jun. 2025:
68.0%

ANNUITY INDUSTRY PREMIUMS AND CONFUTURO'S MARKET SHARE



Industry Changes

September 2022

New product:
Scaled Annuity

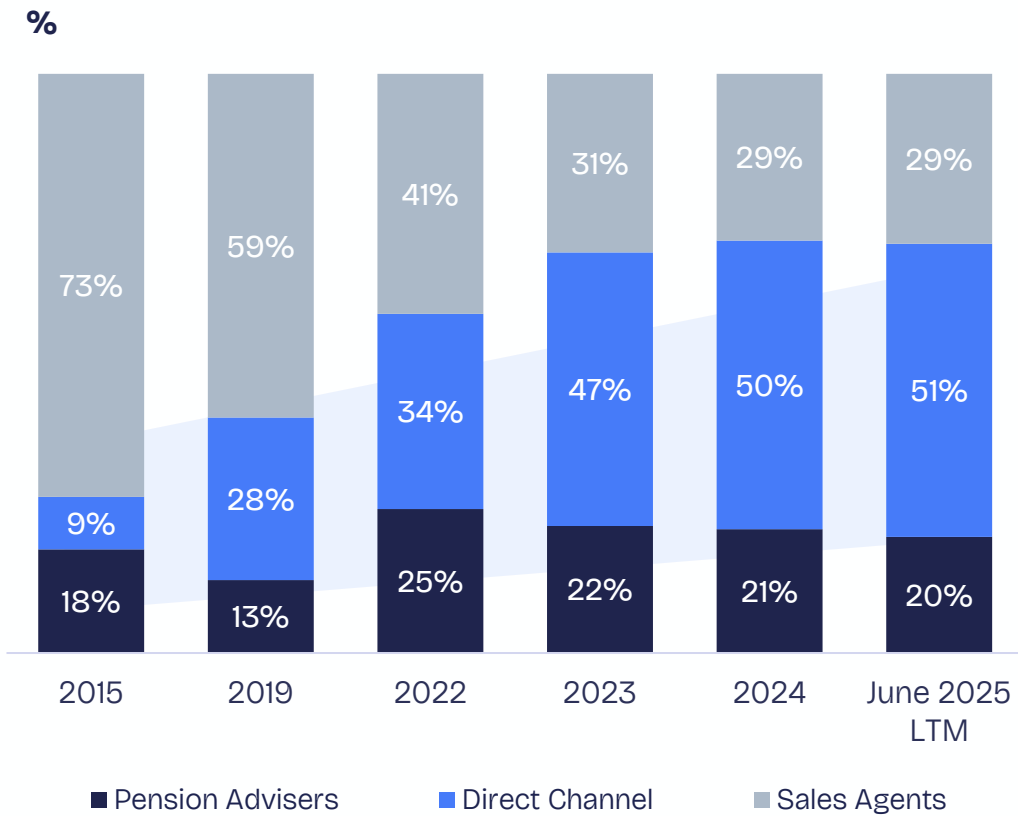
2022 and 2025

PGU and Pension
Reform 2025
reduces the eligibility
requirement for
annuities

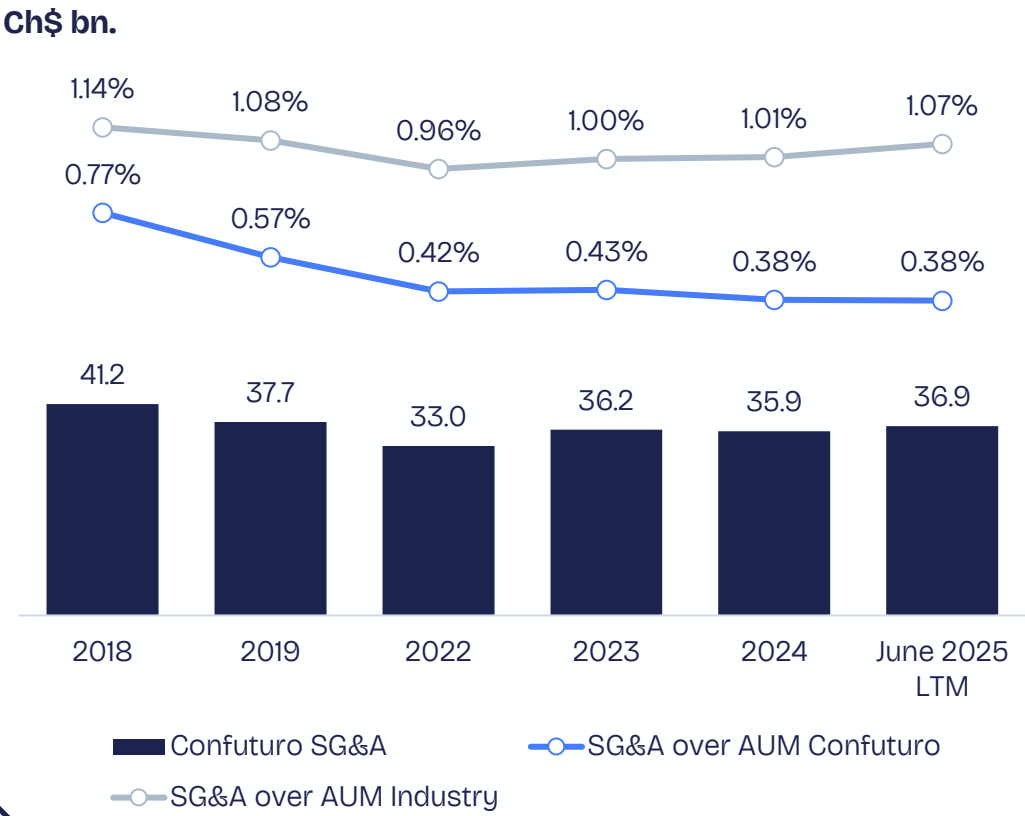
Source: CMF, Spensiones, Confuturo

FOCUS ON DIRECT SALES CHANNEL AND ENHANCING COST EFFICIENCY

ANNUITIES SOLD BY CHANNEL



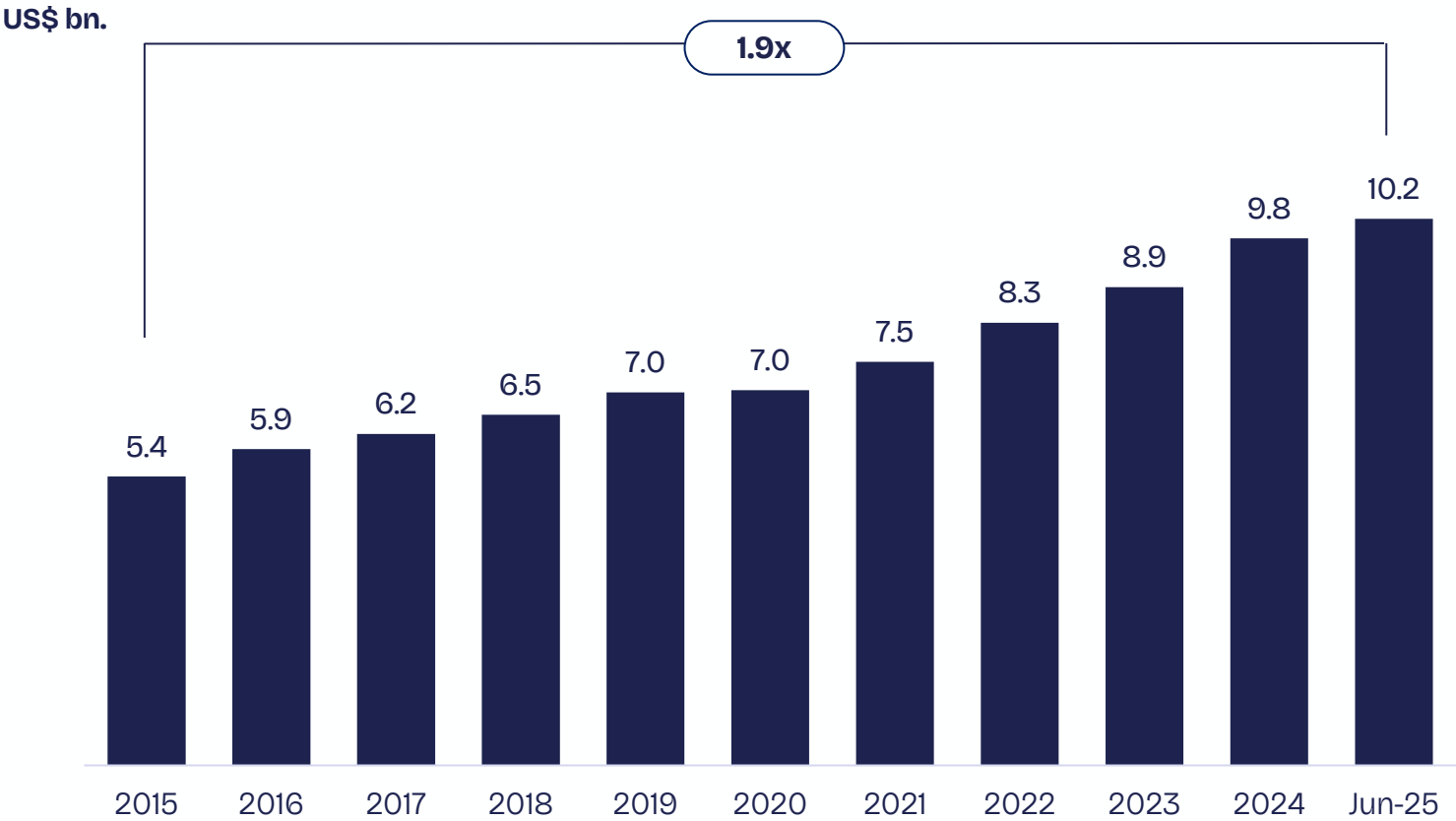
SG&A AND SG&A OVER AUM⁽¹⁾



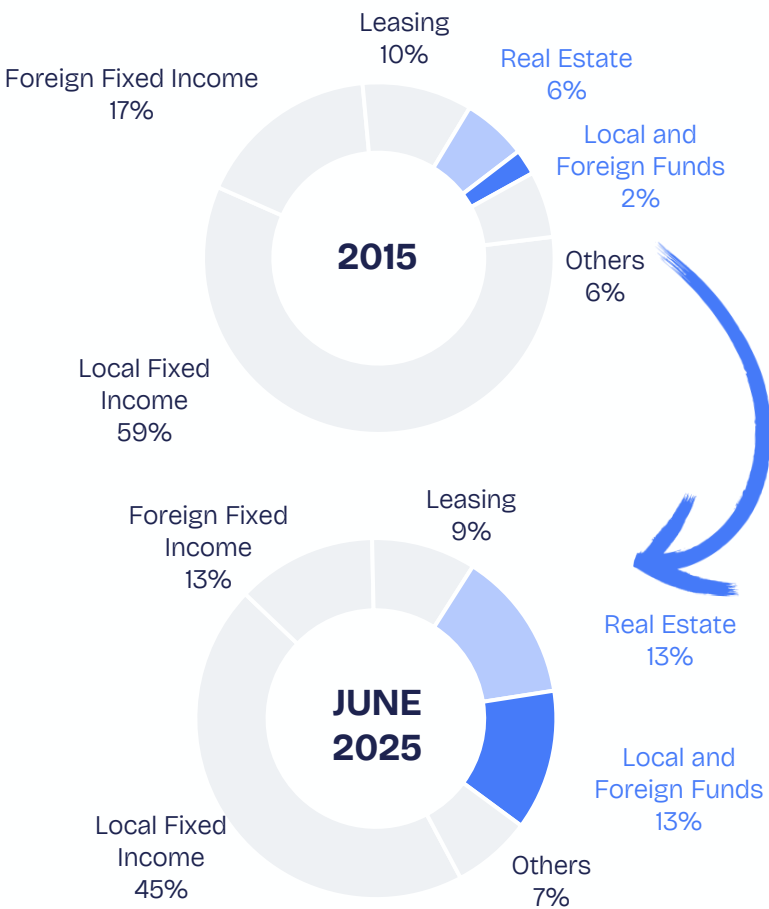
(1) Industry includes companies with participation in direct annuity premiums each year (includes Confuturo).
Source: CMF, Confuturo, Informe Trimestral AACH

GROWTH IN INVESTMENT PORTFOLIO: FOCUS ON ALTERNATIVE ASSETS

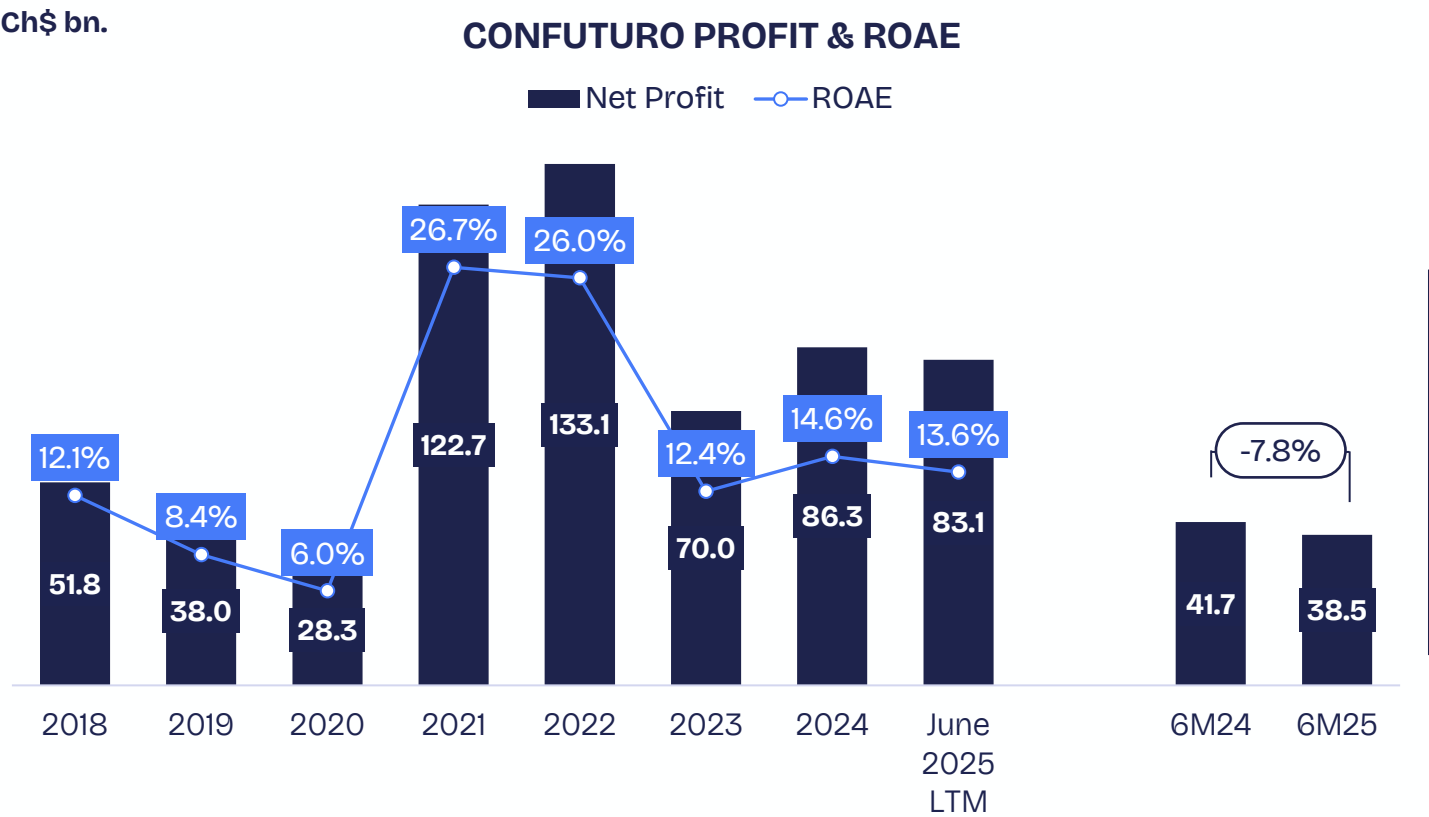
CONFUTURO TOTAL AUM⁽¹⁾



AUM BY INVESTMENT CLASS⁽²⁾



SUSTAINED GENERATION OF RESULTS OVER TIME



MAIN TOPICS

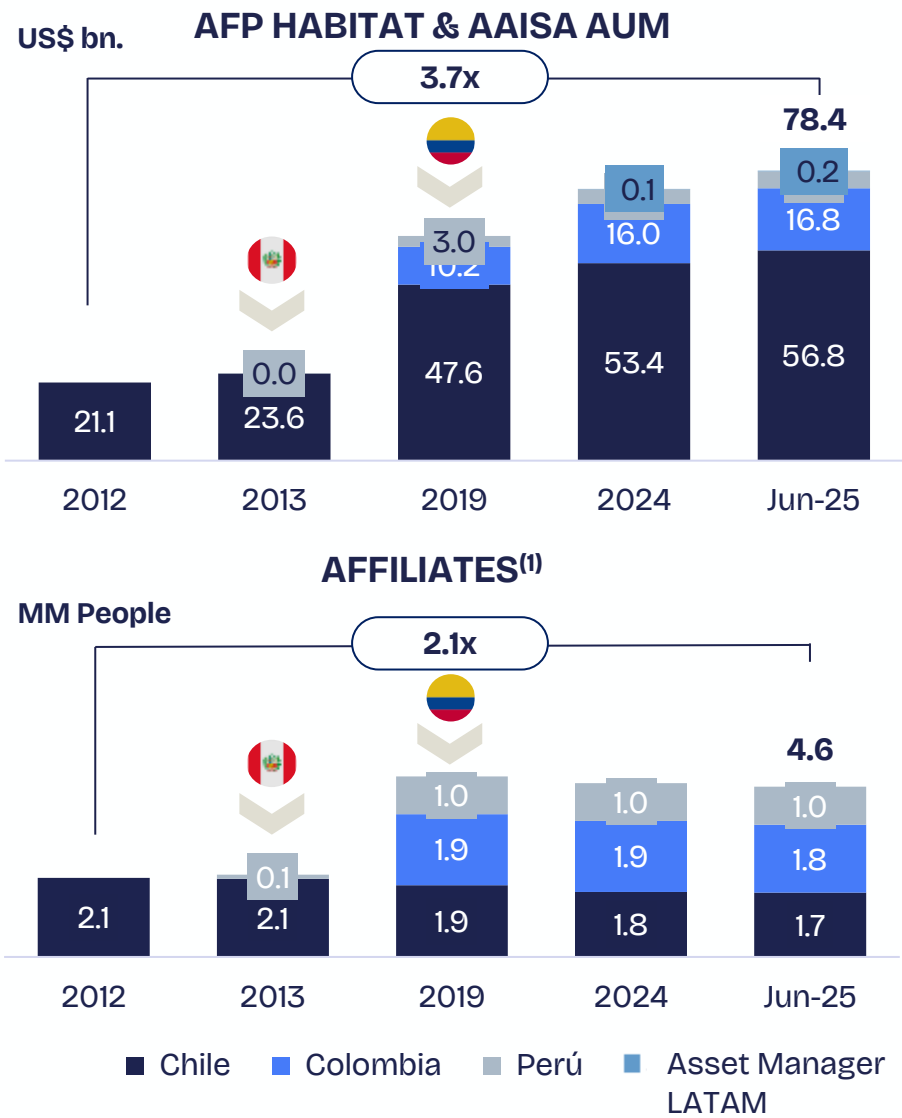
- Continue increasing portfolio leveraged in a growing industry
- Investment portfolio focused on alternative assets
- Operational leverage: revenues growth with current structure
- Continue searching for economic value in spread incorporating ESG variables in investments



Pensions



REGIONAL MODEL FOR MANDATORY AND VOLUNTARY SAVINGS

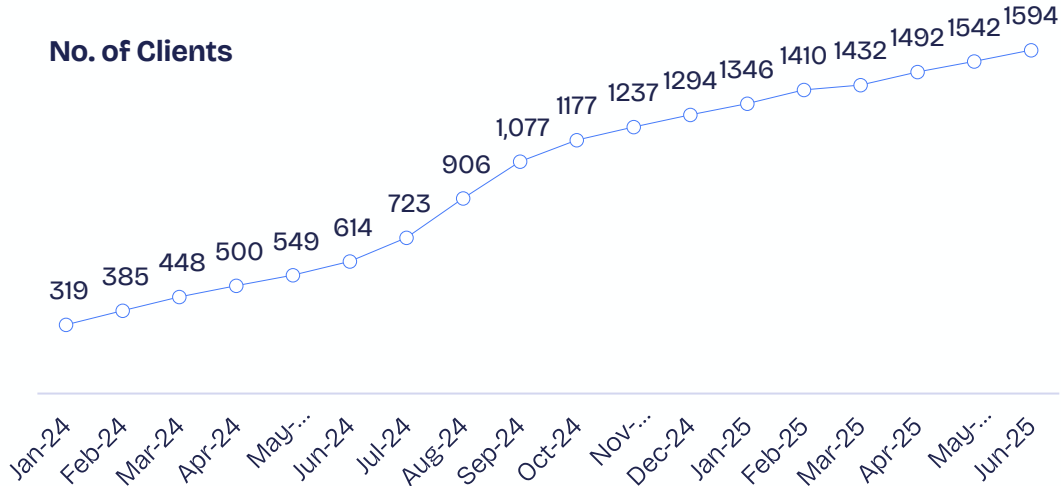
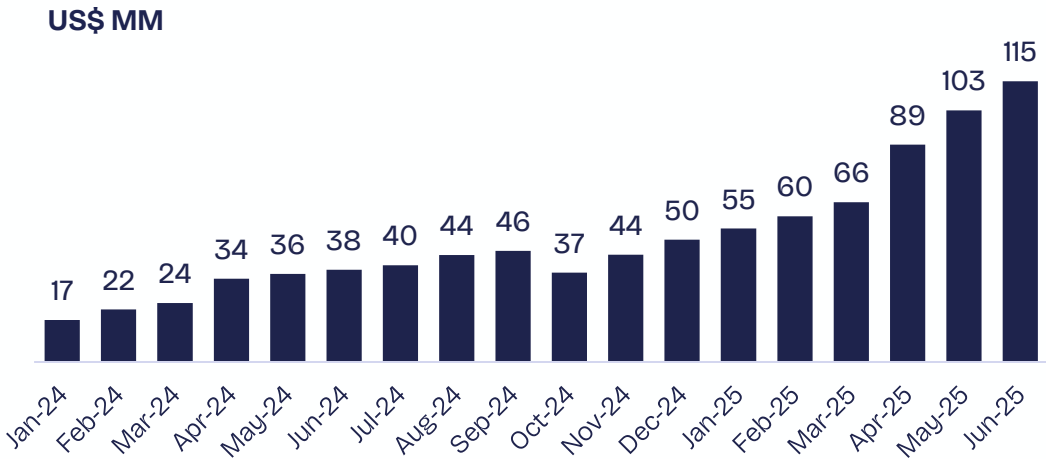


FX: 950 CLP/USD; 4,000 COP/USD; 3.8 PEN/USD
 (1) The number of members in Colombia does not include affiliates of voluntary pension funds or severance funds
 Source: ILC, AFP Habitat, Habitat Perú, Colfondos, Prudential AGF

GROWING VOLUNTARY RETIREMENT SAVINGS BASED ON ALLIANCE WITH PRUDENTIAL AND AFP HABITAT

PRUDENTIAL AGF - AUM

PRUDENTIAL AGF - CLIENTS



PRODUCTS

LOCAL PLATFORM



Prudential AGF

General regime and Voluntary savings
Funds and contribution in CLP and USD
(foreign funds)

FX: 950 CLP/USD
Source: Prudential AGF, AAISA

INTERNATIONAL PLATFORM



allfunds

General regime and Voluntary savings
Funds and ETF in USD and contributions in
CLP and USD

StoneX

General regime
Funds and contributions only in USD

STABILITY AT AFP HABITAT CHILE AND INCREASING RELEVANCE OF AAISA

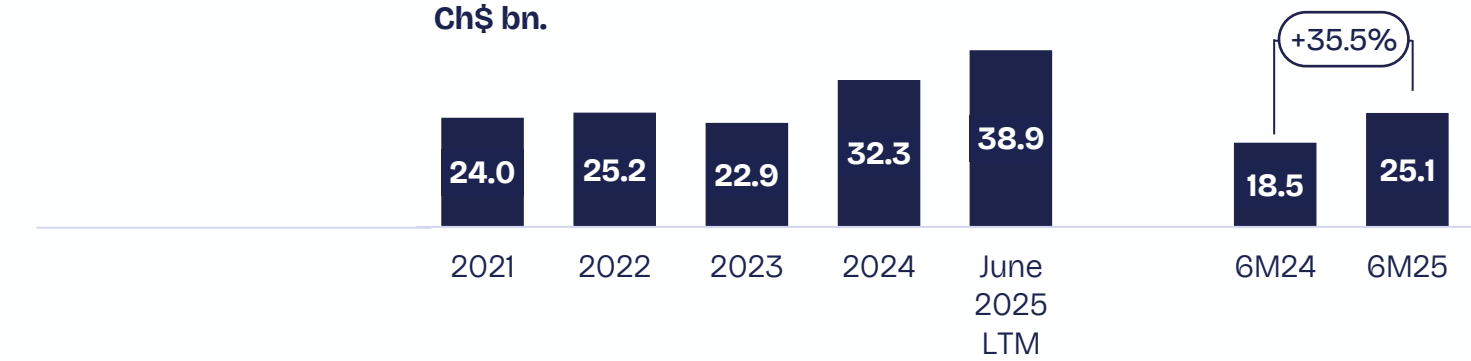
EVOLUTION OF AFP HABITAT CHILE’S PRE-TAX EARNINGS
AND LEGAL RESERVE RETURN

MAIN TOPICS

- Consolidation in the Andean Region
- Focus on increasing taxable income per contributor and enhancing efficiency
- Voluntary products under a regional model
- Potential 4th market

EVOLUTION OF AAISA’S PRE-TAX EARNINGS AND LEGAL
RESERVE RETURN

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Source: AFP Habitat, AAISA

PENSION SYSTEM REGULATORY CHANGES IN CHILE

CURRENT SITUATION

Contribution Sources

- State contribution of Ch\$ 214,296 to the poorest 90% (PGU)⁽¹⁾
- Mandatory: 10% of gross salary, charged to the employee
- D&S Insurance: 1,38% of the taxable salary, paid by the employer

Industry

- 7 private fund managers
- Tender process for new affiliates every two years
- Charge over gross salary contribution
- Reserve requirements: 1% of the AUM

Pension Funds

- 5 funds (different risk)

PENSION REFORM (MAIN CHANGES)

- PGU of Ch\$ 250,000⁽¹⁾
- Individual Pillar:
 - 10% of the taxable salary, paid by the employee
 - 4.5% of the taxable salary, paid by the employer⁽²⁾
- Solidarity:
 - 1.5% of the gross salary, paid by the employer and allocated to a state-issued loan with guaranteed returns⁽³⁾
 - D&S Insurance incorporating a framework to account for women's higher life expectancy 2.5% of the gross salary, paid by the employer

- New Entity: **Autonomous Pension Protection Fund** will collect 1.5% + 2.5% + state contribution to finance the payment of defined benefits
- **Private fund managers** will collect and manage 14.5%
- **The Institute of Social Security (IPS)** will be able to provide support to investment managers
- **Bidding every 2 years for 10% of the current affiliate portfolio and new affiliates**, who are free to switch to other pension fund managers
- **Reserve requirements: 30% of annual fees**

- 10 Generational Funds

(1) For pensions below Ch\$ 1,158,355
(2) After 20 years, the employer's contribution increases by 0.15% per year for the next 10 years, reaching 6%.
(3) After 20 years, the employer's contribution decreases by 0.15% per year for the next 10 years, reaching 0%.

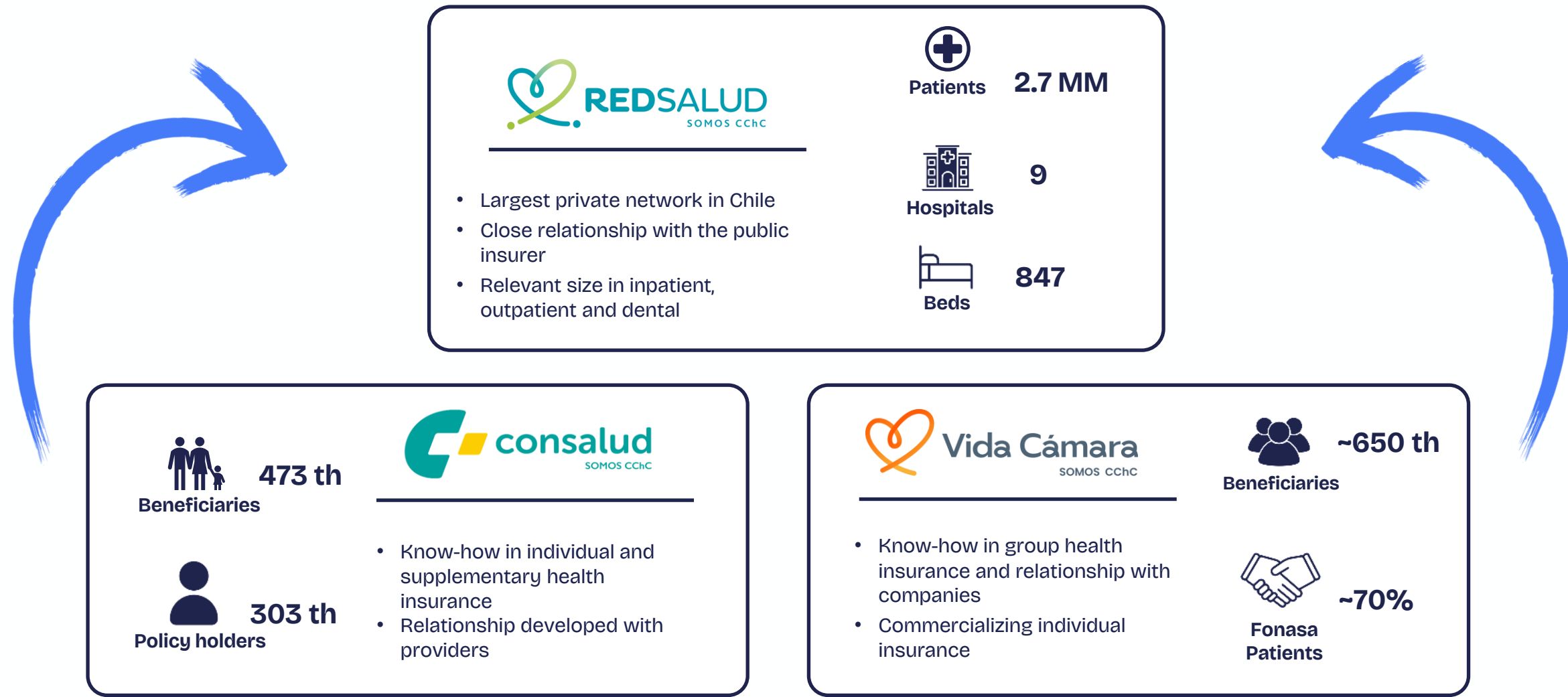
Source: Public Information



Health



OUR HEALTHCARE MODEL

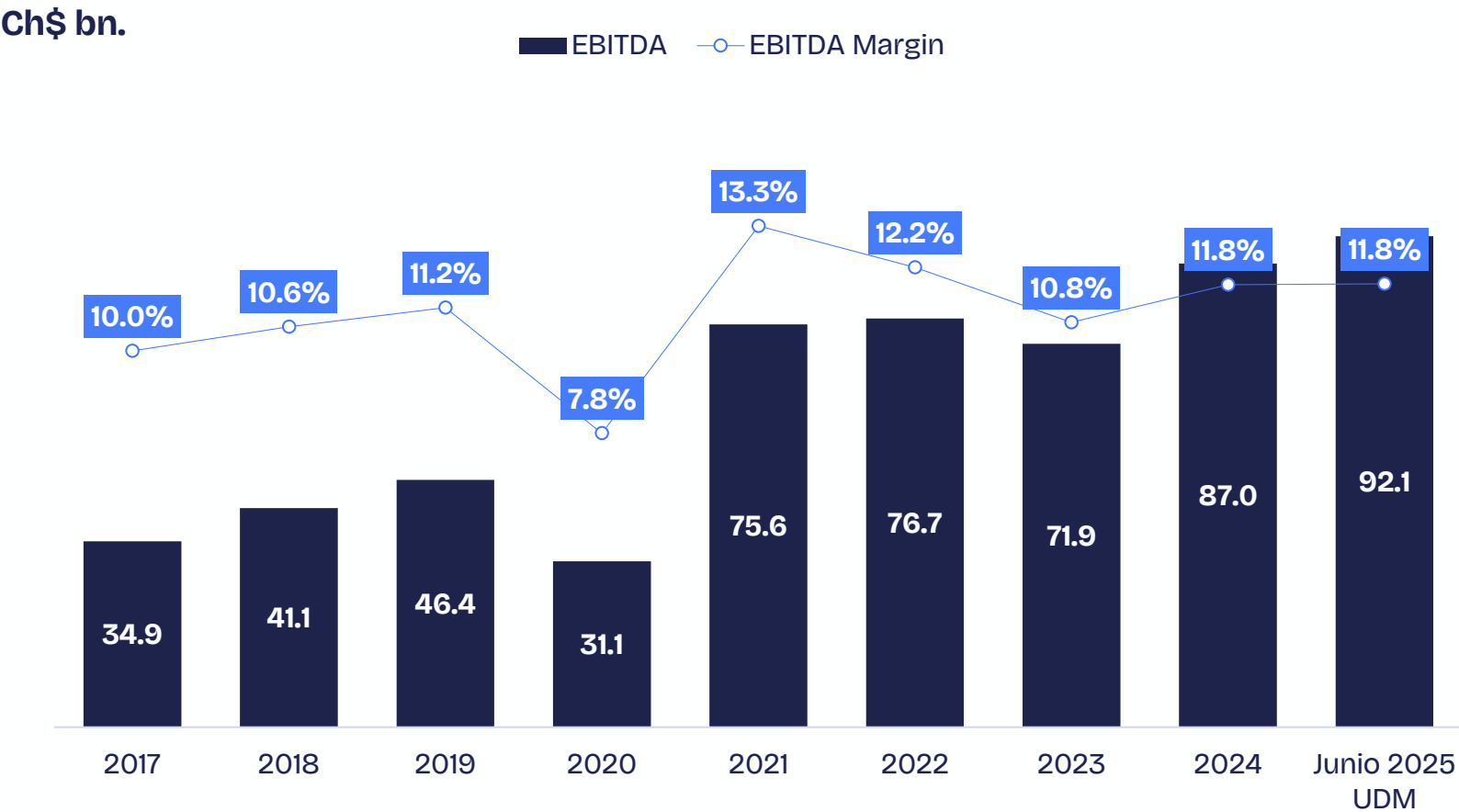


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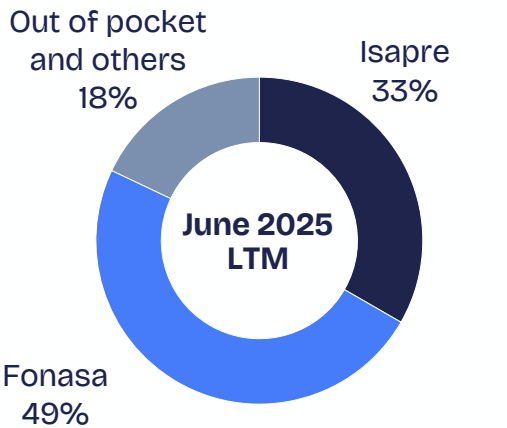
Source: RedSalud, Consalud, Vida Cámara, Superintendencia de Salud

REDSALUD: SUCCESS IN OUR 2025 STRATEGIC PLAN

EBITDA AND EBITDA MARGIN REDSALUD



REVENUE BREAKDOWN BY INSURER



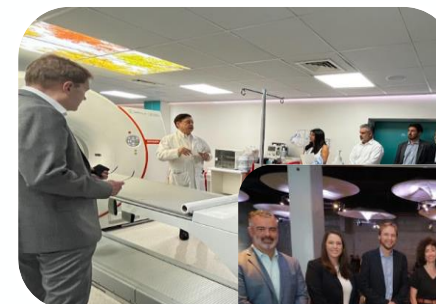
+60% of patients are covered by Fonasa

REDSALUD: DEVELOPING A STRATEGIC PLAN ACROSS THE ENTIRE NETWORK

1.

COMPREHENSIVE & INSTITUTIONAL CARE, THROUGHOUT OUR NETWORK

- Development of specialty centers: Cardiovascular Center and Cancer Institute
- Primary care model focused on early diagnosis
- Focus on quality: 100% accreditation of our hospitals and medical centers and consolidation of Cleveland Clinic alliance
- Interconnected network with a single electronic registry



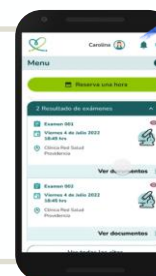
Cleveland Clinic



2.

PATIENT-CENTRIC HEALTHCARE, ALWAYS

- Focus on the patient experience by strengthening our multichannel approach
- Business to Business strategy
- Increased coverage for plans and insurance
- Portal *MiRedSalud* and Contact Center for +60
- Ranked 1st in Top of Mind for outpatient services



+ 1,380,000 registered patients

3.

ACCESSIBLE HEALTHCARE THROUGH EFFICIENT PROCESSES AND COST-EFFECTIVE PRODUCTS

- Autopay consultations in CMD and Metropolitan Region Hospitals
- Launching of Dental Laboratory
- Successful implementation of SAP throughout the network
- Over 70% of co-payments collected in less than 60 days

RED NUEVO ERP
JUNTOS POR UN MISMO PROPÓSITO



4.

A NETWORK OF PEOPLE UNITED BY A COMMON PURPOSE AND A UNIQUE CULTURE

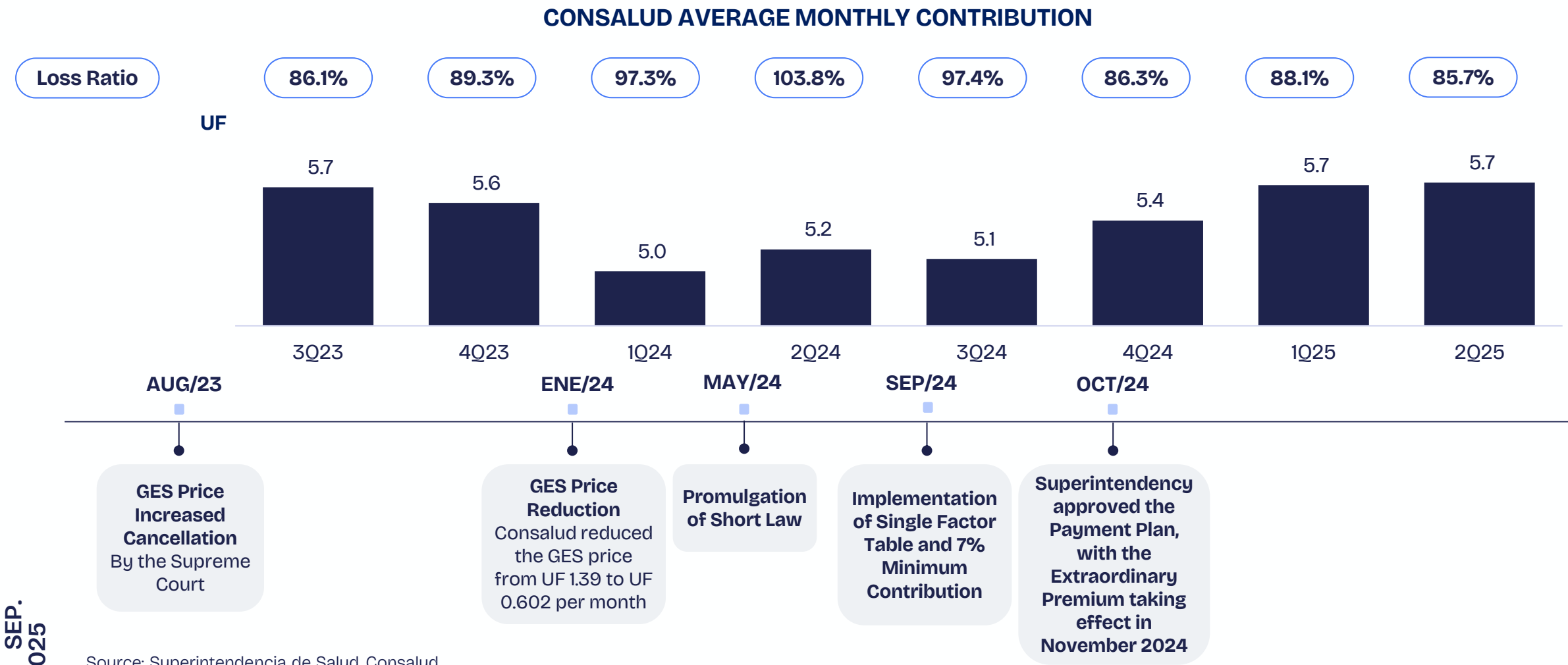
- Advances in the work environment promoting RedSalud's culture
- Consolidation of the academy
- Progress in the sustainability strategy
- 0% in accumulated active cybersecurity threats
- Committed to seniors

Compromiso mayor



Source: RedSalud

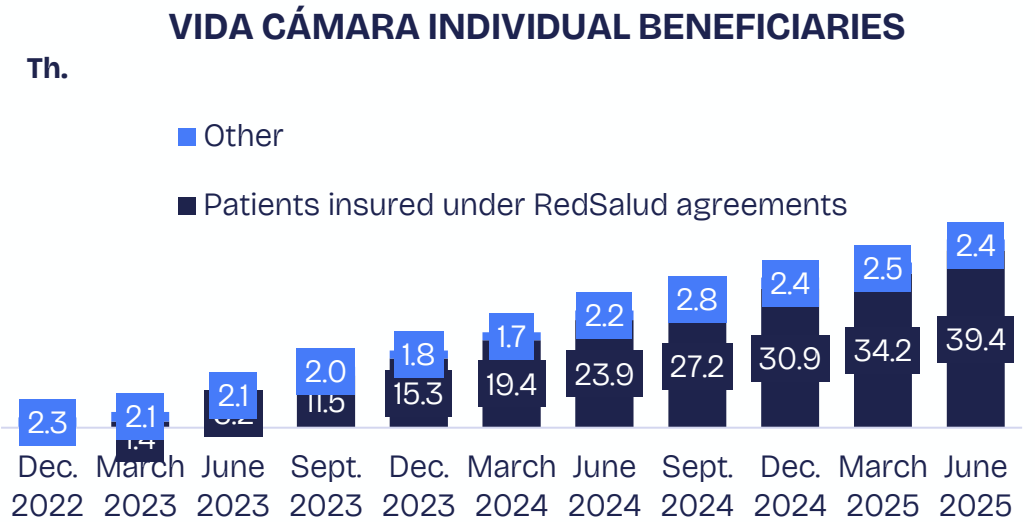
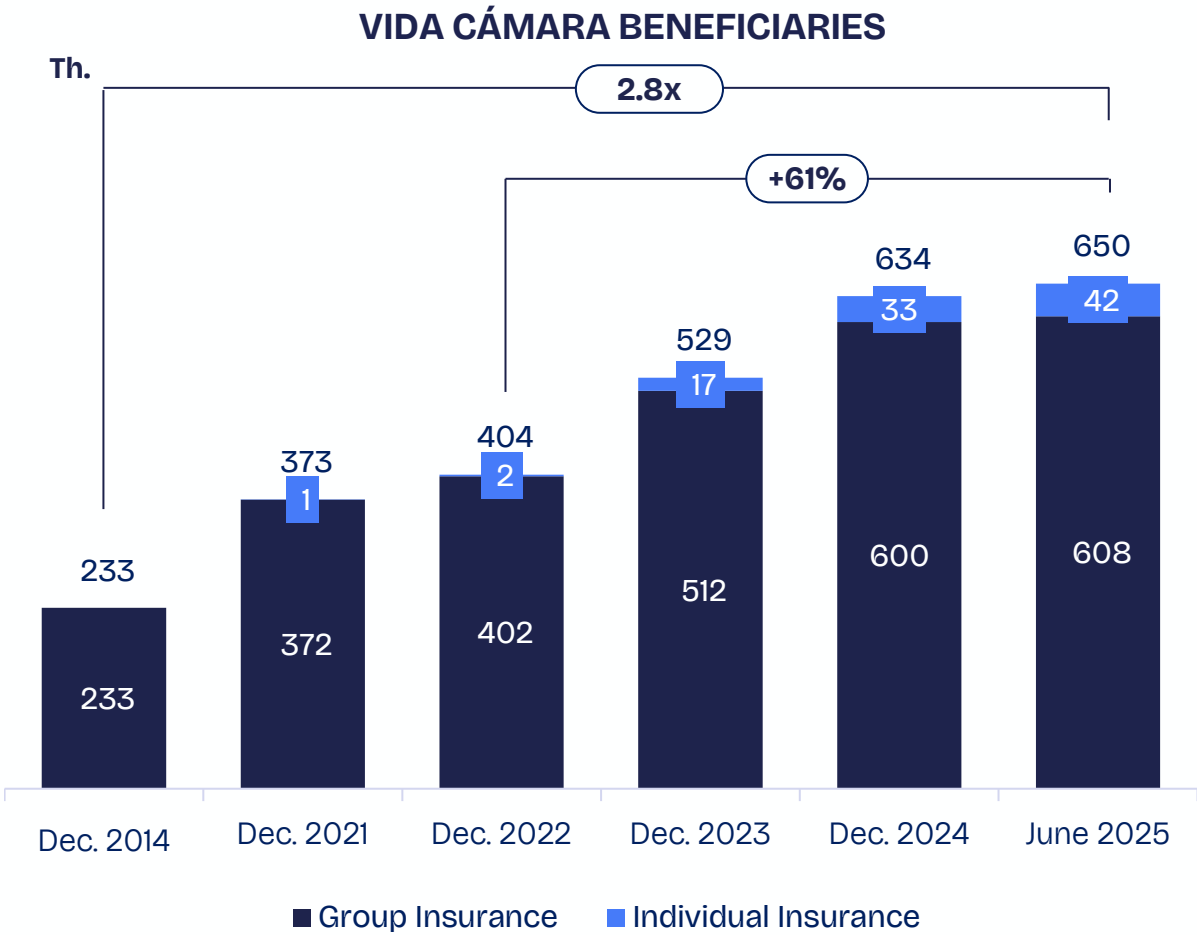
CONSALUD: RECOVERY OF THE AVERAGE MONTHLY CONTRIBUTION



Source: Superintendencia de Salud, Consalud

SEP.
/2025

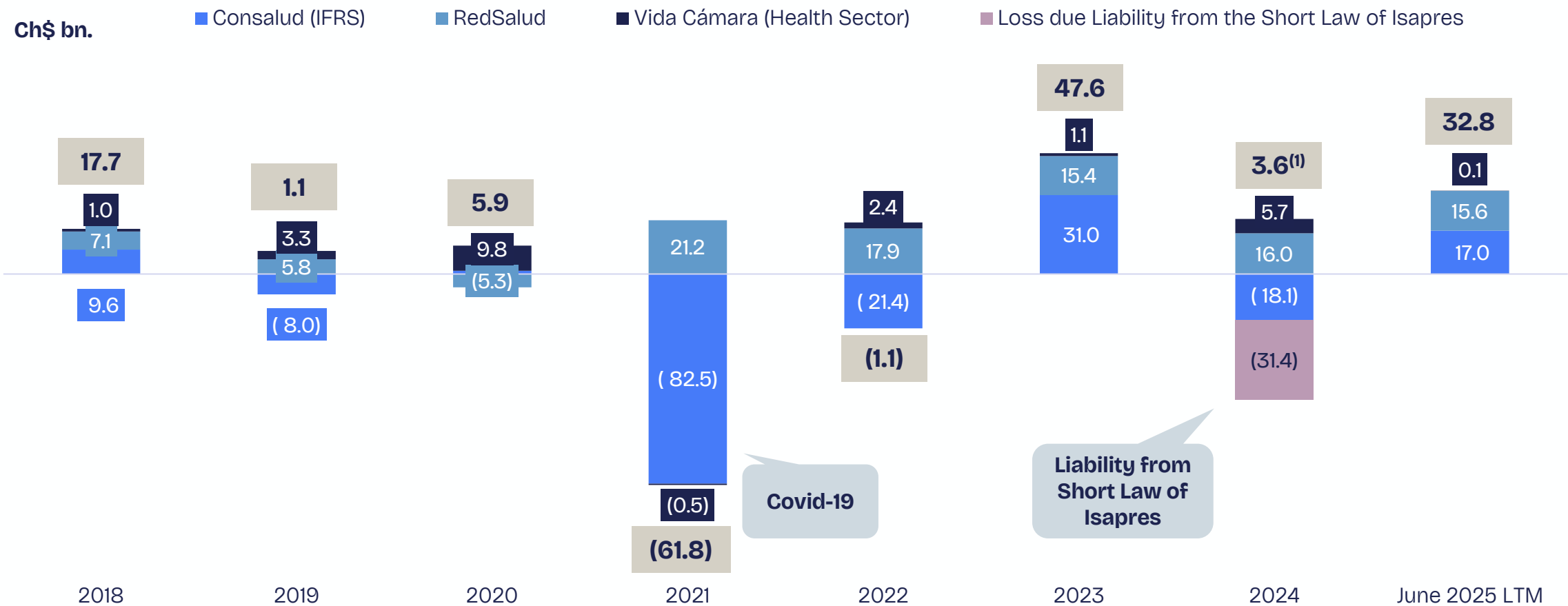
VIDA CAMARA: ANTICIPATING CHANGES IN THE HEALTH INSURANCE INDUSTRY



Source: Superintendencia de Salud, Memoria Vida Cámara

HEALTHCARE AND INSURANCE HEDGING STRATEGY

HEALTH SECTOR NET PROFIT



(1) Excludes accounting loss from the Short Isapres Law recognized in June 2024.

Source: CMF, RedSalud, Consalud, Vida Cámara

CHAPTER 03 | CLOSING REMARKS

STRATEGIC PLAN AND 2027 GOALS

Organic growth	Organic growth leveraging market opportunities	Potential 4th market	Strengthening healthcare network coverage
Scale up retail banking and products	Driving economic value through scale	Voluntary savings	Enhancing individual offerings and collective insurance solutions
Diversification and strategic partnership	Operational Efficiency	Andean region efficiency gains	Expanding alliances and service hubs

Focusing on the financial business and leveraging demographic trends

CURRENT PHASE: GROWTH IN FINANCIAL BUSINESS



ilc 45
YEARS