



AUNA
LISTED
NYSE

auna

Auna Investor Day 2026

Transforming Healthcare in Latin America

AUNA
LISTED
NYSE

auna

A photograph of two surgeons in an operating room. The surgeon on the left is a woman wearing a pink hairnet and a white surgical mask. The surgeon on the right is wearing a blue hairnet, a blue surgical mask, and a head-mounted magnifying device. They are both focused on a surgical procedure. The background shows a large, circular surgical light.

Welcome and
opening remarks

Lorenzo Massart
EVP of Strategy & ECM

**Auna
2026
Investor
Day**

October 22, 2026

Disclaimer

This presentation has been prepared by Auna S.A. ("Auna" or the "Company") solely for use at this presentation. This presentation shall not constitute an offer to sell or a solicitation of an offer to buy securities or an invitation or inducement to engage in investment activity.

This presentation contains forward-looking statements. Forward-looking statements convey our current expectations or forecasts of future events. These statements involve known and unknown risks, uncertainties and other factors which may cause our actual results, performance or achievements to differ materially from the forward-looking statements that we make. Forward-looking statements typically are identified by words or phrases such as "may," "will," "expect," "anticipate," "aim," "estimate," "intend," "project," "plan," "believe," "potential," "continue," "is/are likely to," or other similar expressions. Forward-looking statements that appear in a number of places in this presentation include, but are not limited to, statements regarding the intent, belief or current expectations, regarding various matters, including, our financial guidance, our target Leverage Ratio, the results of the key initiatives we are implementing in Mexico, Colombia and Peru, the expected capacity and market of Torre Trecca once built, the execution of our strategic plan, including the recovery of our growth levels and the roll-out of the AunaWay, our planned investments, expected revenue and Adjusted EBITDA growth, our revenue, CapEx and Adjusted EBITDA guidance, and the creation of further growth and sustainable value for all stakeholders. Any or all of our forward-looking statements in this presentation may turn out to be inaccurate. Our actual results could differ materially from those contained in forward-looking statements due to a number of factors.

The forward-looking statements in this presentation represent our expectations and forecasts as of the date of this presentation. Except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise, after the date of this presentation. For a discussion of the risks facing the Company which could affect whether these forward-looking statements are realized, see our Form 20-F filing with the U.S. Securities and Exchange Commission. In addition, such projections have not been prepared in accordance with IFRS or audited by our independent registered public accounting firm. The estimates underlying such forward-looking statements are preliminary and are thus inherently uncertain, subject to change and based on assumptions that may not come true. There can be no assurance that our final results for the projection periods will not differ materially from these estimates.

No representations or warranties, express or implied, are made as to, and no reliance should be placed on, the accuracy, fairness or completeness of the information presented or contained in this presentation. Neither the Company nor any of its affiliates, advisers or representatives or any of their respective affiliates, advisers or representatives, accepts any responsibility whatsoever for any loss or damage arising from any information presented or contained in this presentation. Unless otherwise indicated, the information presented or contained in this presentation is current as of the date hereof and is subject to change without notice and its accuracy is not guaranteed. Neither the Company nor any of its affiliates, advisers or representatives make any undertaking to update any such information subsequent to the date hereof. This presentation should not be construed as legal, tax, investment or other advice.

This presentation includes market and industry data and forecasts that the Company has derived from independent consultant reports, publicly available information, various industry publications, other published industry sources, and its internal data and estimates. Independent consultant reports, industry publications and other published industry sources generally indicate that the information contained therein was obtained from sources believed to be reliable. Although the Company believes that these third-party sources are reliable, it does not guarantee the accuracy or completeness of this information, and the Company has not independently verified this information. The Company's internal data and estimates are based upon information obtained from trade and business organizations and other contacts in the markets in which the Company operates and management's understanding of industry conditions. Although the Company believes that such information is reliable, it has not had this information verified by any independent sources. In addition, the information contained in this presentation is as of the date hereof (except where otherwise indicated), and the Company has no obligation to update such information, including in the event that such information becomes inaccurate or if estimates change. Subsequent materials may be provided by or on behalf of the Company in its discretion and such information may supplement, modify or supersede the information in these materials. Neither the Company, nor any of its respective affiliates, advisors or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss or damage howsoever arising from any use of these materials or their contents or otherwise arising in connection with these materials.

In addition to IFRS financials, this presentation includes certain non-IFRS financial measures. These non-IFRS financial measures are in addition to, and not a substitute for, measures of financial performance prepared in accordance with IFRS. For a description and a reconciliation of these non-IFRS financial measures to the corresponding nearest IFRS measure, please see the exhibit to this presentation.

The 2026 financial guidance reflects management's current assumptions regarding numerous evolving factors that are difficult to accurately predict, including those discussed in the risk factors set forth in the Company's Form 20-F filed with the U.S. Securities and Exchange Commission. Reconciliations of forward looking non-IFRS measures, specifically the 2026 EBITDA Guidance, to the relevant forward-looking IFRS measures are not being provided, as the Company currently does not have sufficient data to accurately estimate the variables and individual adjustments for such variance and reconciliations. Due to this uncertainty, the Company cannot reconcile projected EBITDA to projected Net income without unreasonable effort. The 2026 financial guidance constitutes forward-looking statements.

Meet Auna's speakers



Suso Zamora Leon
President and Executive
Chairman of the Board



Gisele Remy
Chief Financial Officer and
Executive Vice President



Lorenzo Massart
Executive Vice President of Strategy
and Equity Capital Markets



Rayet Harb
Executive Vice President
of Operations



Alejandro Torres
Leader of Monterrey
Healthcare Network



Vicente Checa
Leader of Regional Access
& Peru Healthcare



Pablo Cervera
Leader of Colombia
Healthcare Network

Today's agenda

Video

- **Welcome and opening remarks**
Lorenzo Massart, EVP of Strategy & ECM
- **Corporate Video: The Engines of Growth**
Auna
- **Auna's Regional Growth Strategy**
Suso Zamora, Executive Chairman & President
- **Turning Strategy into Shareholder Value**
Lorenzo Massart, EVP of Strategy & ECM
- **Peru: Scaling Capacity for Growth**
Vicente Checa, Peru Healthcare Network
- **Trecca Ambulatory Center: Unlocking Low-Risk Growth**
Suso Zamora, Gisele Remy and Vicente Checa
Moderated by Lorenzo Massart
- **Colombia: Scaling Within the Universal System**
Pablo Cervera, Colombia Healthcare Network

Panel

Panel

- **Mexico: From Monterrey to a National Leader**
Alejandro Torres, Mexico Healthcare Network
- **Value-Based Care: Better Outcomes, Better Economics**
Suso Zamora and Rayet Harb
Moderated by Lorenzo Massart
- **Digital Strategy: Scaling the AunaWay Through Digital, Data and AI**
Rayet Harb, EVP of Operations
- **Financial Strategy: Profitable Growth and Cash Generation**
Gisele Remy, CFO and EVP of Finance
- **Executive Q&A Session**
Leadership team
- **Closing Remarks**
Suso Zamora, Executive Chairman & President

Q&A

alena

Transforming Healthcare in Latin America

AUNA
LISTED
NYSE

auna

Corporate Video
Showcase:

The Engines
Propelling Our
Path Forward



Auna
2026
Investor
Day

October 22, 2026

alena

Transforming Healthcare in Latin America

AUNA
LISTED
NYSE

auna

Our Path Forward:

**Auna's Regional
Growth Strategy**

Suso Zamora

Executive Chairman &
President

**Auna
2026
Investor
Day**

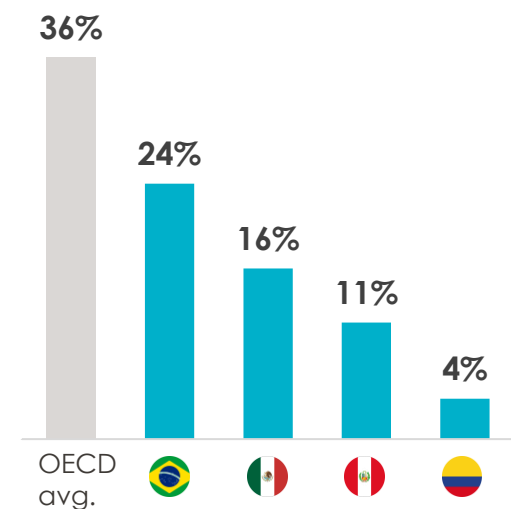
October 22, 2026

LATAM's healthcare gap creates a large near- to Long-term growth opportunity

The problems we solve

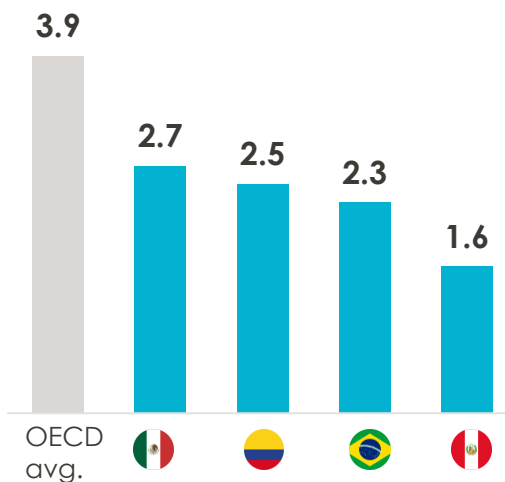
Private coverage gap¹

(% of population with voluntary private health coverage)



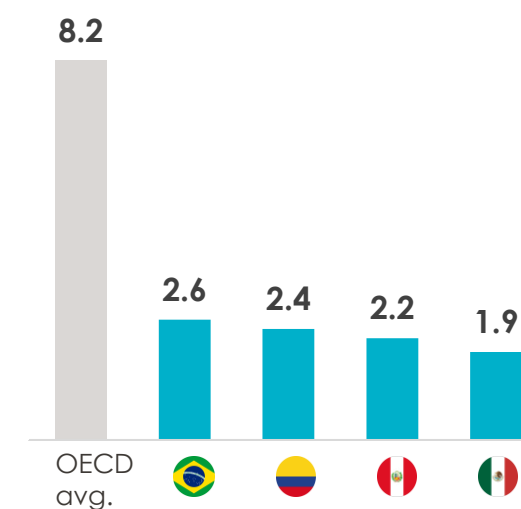
Capacity gap²

(Doctors per 1,000 inhabitants)



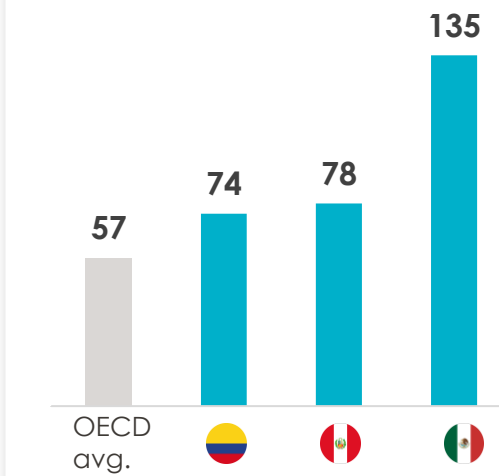
High-complexity gap³

(Radiotherapy units per million inhabitants)



Effective care gap⁴

(Treatable deaths per 100,000 population)



Auna is positioned to capture this demand through regional scale, an integrated platform and high-complexity care

Sources: OECD, SuSalud, IDB, World Bank, WHO, PAHO.

Notes: 1. 2024 data, except Peru (2025) and Mexico (2023). OECD avg. of 29 countries. Includes private insurance and prepaid plans (Peru also EPS and self-insurance);

Brazil, private health plans; Mexico, voluntary private insurance. 2. Practicing doctors per 1,000 inhabitants. 2023 data, except Peru (2021). OECD avg. of 38 countries.

3. 2022 data. OECD avg. of 29 countries. 4. 2023 data. Age-standardized treatable mortality, under age 75.



Executing a market-tailored, high-growth playbook

Peru



**Vertical integration +
high complexity care**

89% capacity utilization¹

- Expand capacity in Lima and Arequipa
- Capture the mid-price market
- Grow B2G via Trecca Ambulatory Center



**Proven, profitable
blueprint for Auna**

Colombia



**Private demand +
value-based care**

~3.2mm lives covered
under value-based
care models²

- Capture private demand
- Replicate VBC in traumatology & orthopedics and neurosciences
- Activate installed capacity



**Scale & integrated
patient management**

Mexico



**Operating momentum
in Monterrey**

38% private bed share³

- Convert insurer tier upgrades into higher patient volumes
- Scale oncology as core engine
- Expand to CDMX, Guadalajara & Tijuana



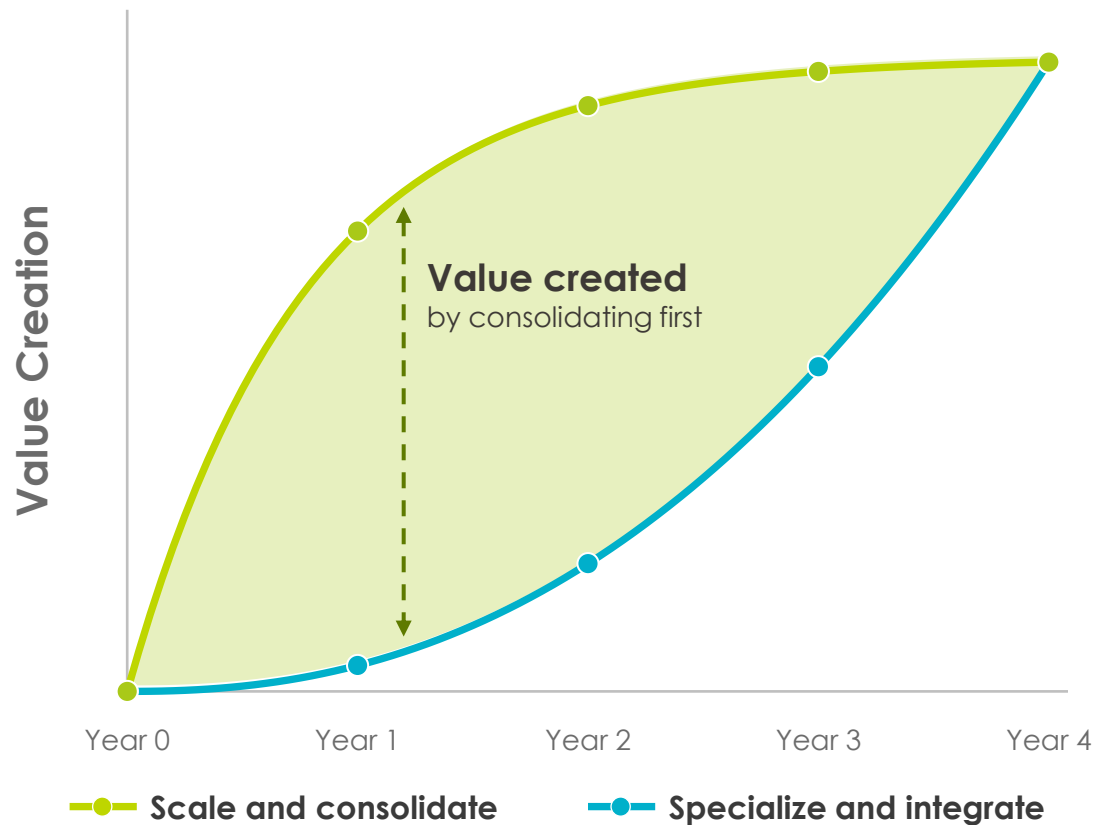
**Biggest growth
potential in the region**

Sources: INEGI

Notes: 1. As of 3Q26 (quarterly figure). 2. As of 3Q26. 3. Considers Monterrey area.

Value creation is optimized by first scaling and consolidating and then excelling in specialized services

Value creation trajectory¹



How Auna sequences value creation



Grow organically

Profitable segments



Consolidate selectively

High-complexity platforms



Build scale

Cash flow & physician ties



Integrate in stages

The AunaWay

Why consolidation comes first



Speed matters

Faster than integration



Protect what works

Operations & physicians

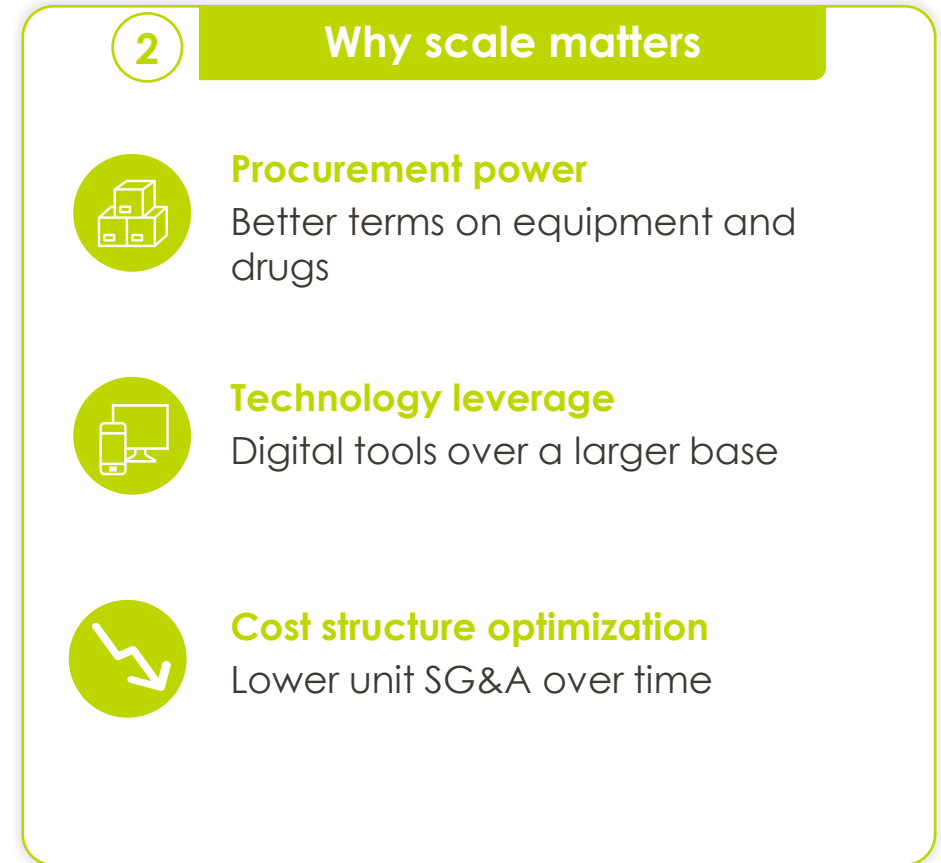
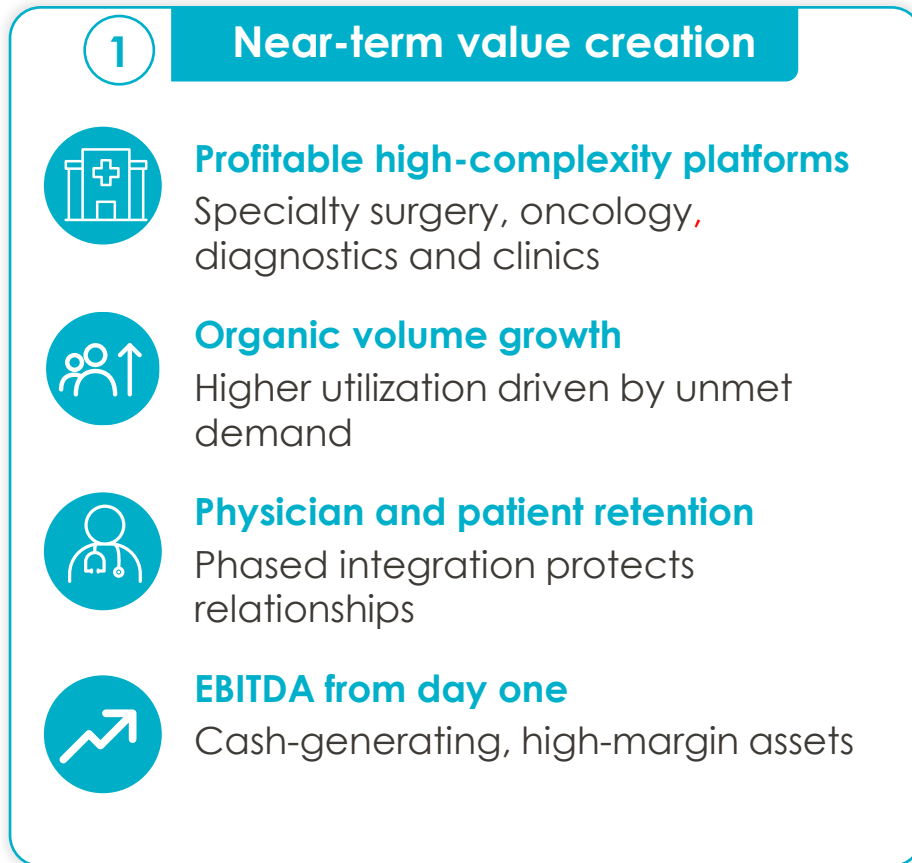


Avoid early cost drag

Cost before revenue

Notes: 1. Illustrative; not drawn to scale. Does not represent a forecast or guidance.

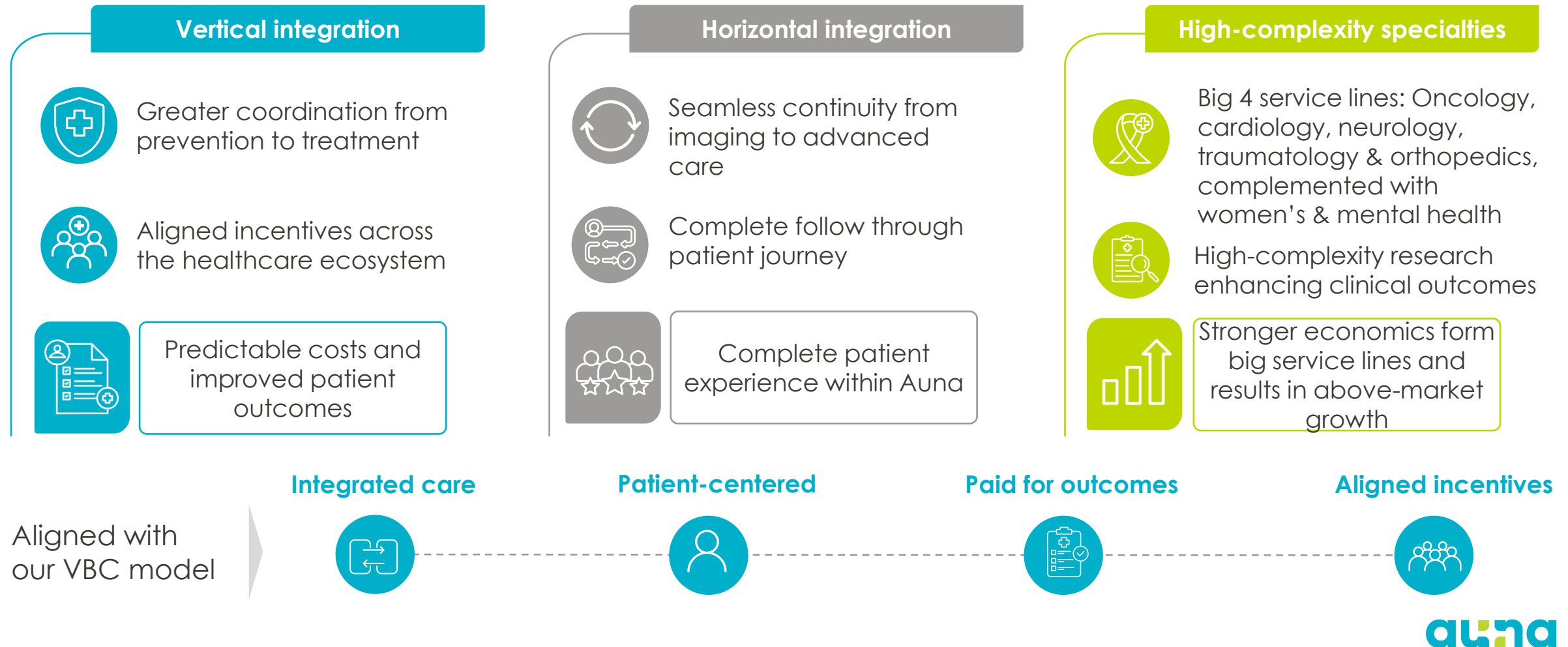
Stage 1: Scale that becomes our moat



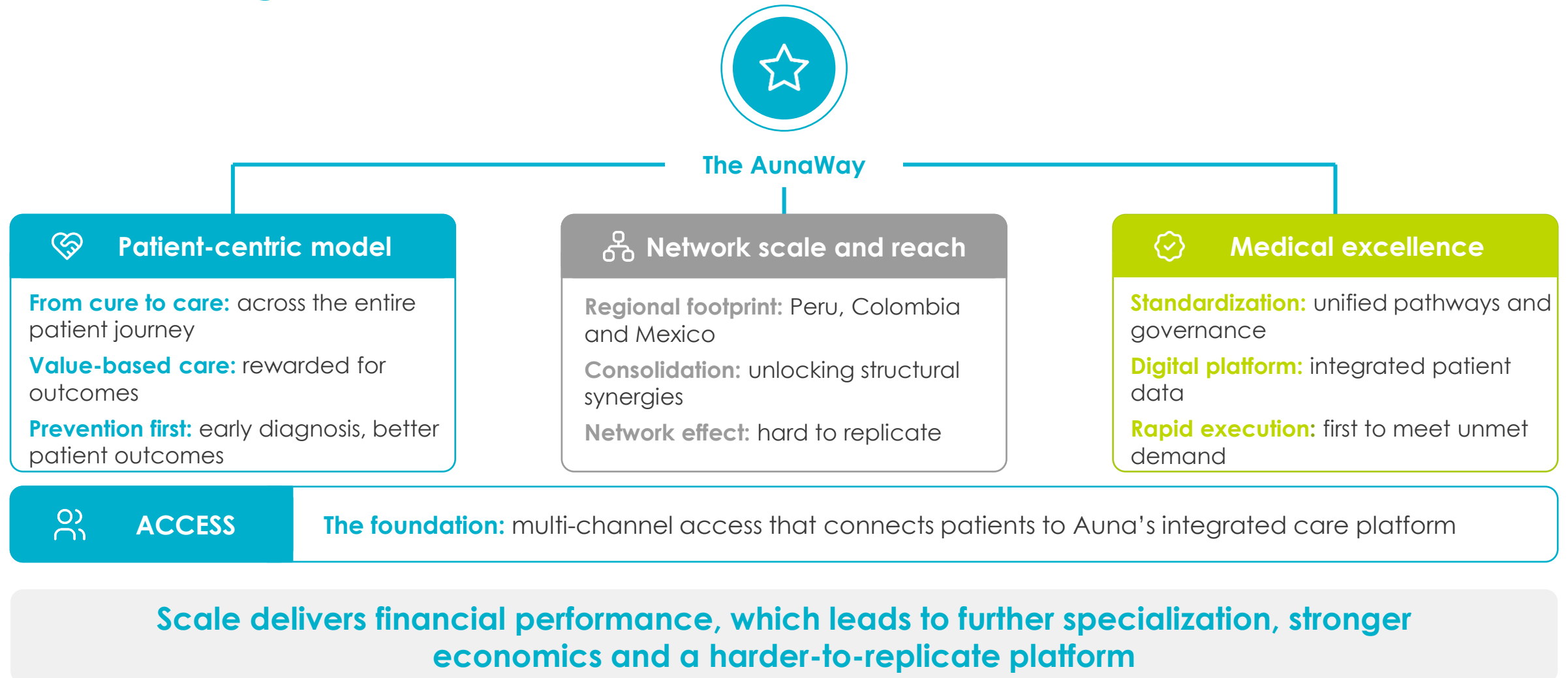
Near-term earnings accretion builds the scale and cash flow required for deeper integration

Stage 2: Phased integration through the AunaWay compounds value over time

The end goal is unchanged: To become the dominant, fully integrated platform in high complexity



The AunaWay turns regional scale into a structural advantage



Auna's path forward: capture demand now, compound value through the AunaWay

-  **Significant underpenetration** and unmet demand across Latin America, from access to high-complexity care.
-  **Organic growth and selective consolidation** capture profitable demand and build scale and cash flow that fund specialization.
-  **Phased AunaWay implementation** turns that scale into a structural advantage, compounding value over time.

Consolidate first. Build scale. Specialize over time.
Create the leading value-based healthcare platform in Latin America



aluna

Transforming Healthcare in Latin America

AUNA
LISTED
NYSE

auna

A photograph of two surgeons in an operating room. The surgeon on the left is a woman wearing a pink hairnet and a white surgical mask. The surgeon on the right is wearing a blue hairnet, a blue surgical mask, and a head-mounted magnifying device. They are both focused on a surgical procedure. A large, circular surgical light is visible in the background.

**Turning Strategy
into Shareholder
Value**

Lorenzo Massart

Executive Vice President of
Strategy & ECM

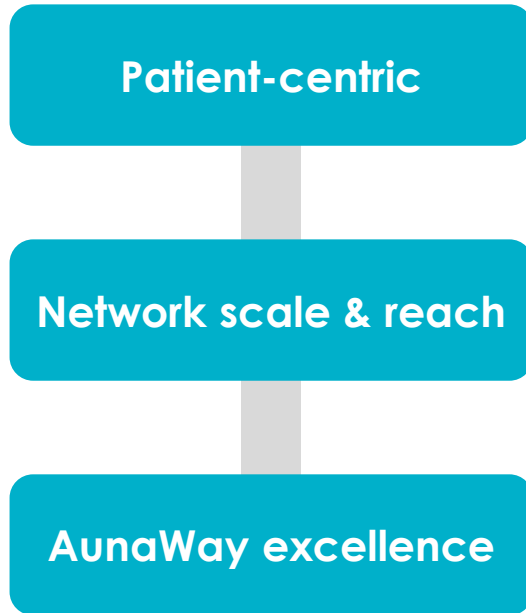
**Auna
2026
Investor
Day**

October 22, 2026

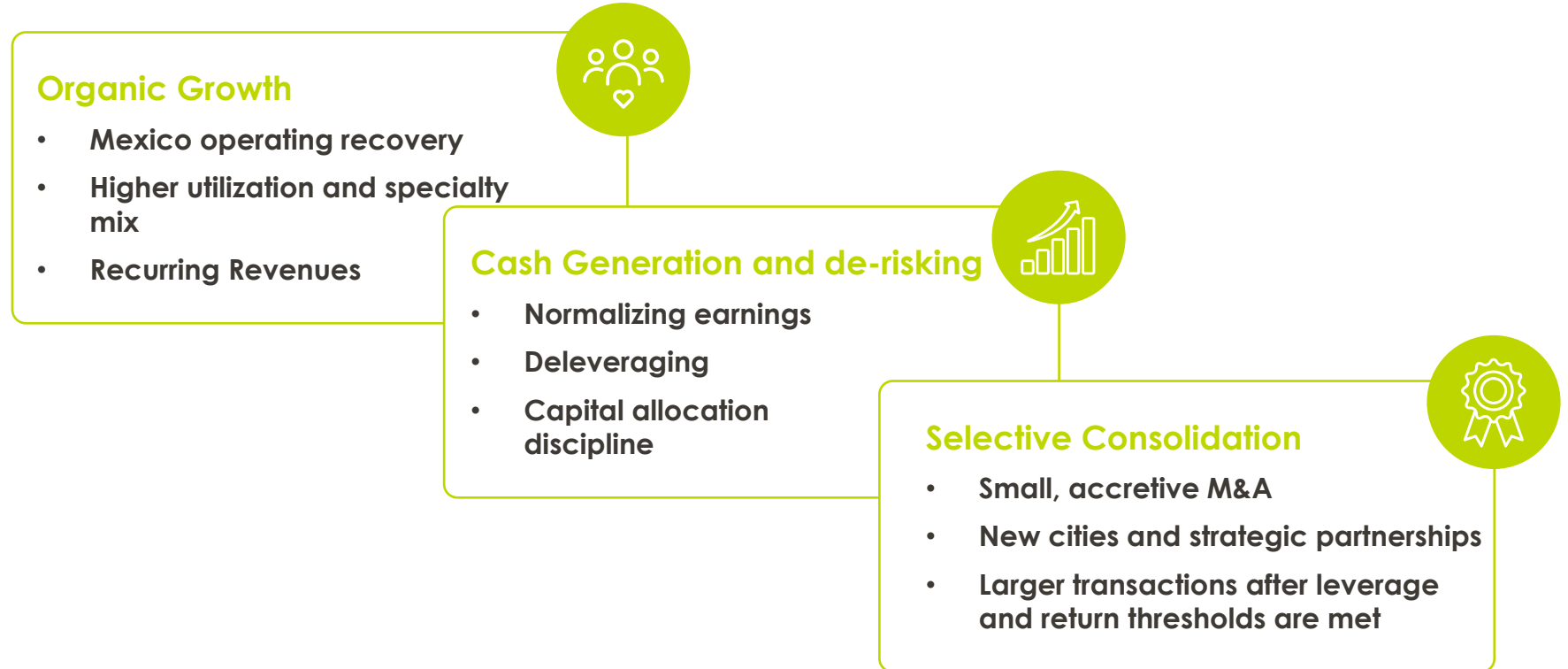
Why own Auna now?

A patient-centric healthcare platform with growing regional scale, visible organic growth and a differentiated model to consolidate market and then integrate over time

Unique Model

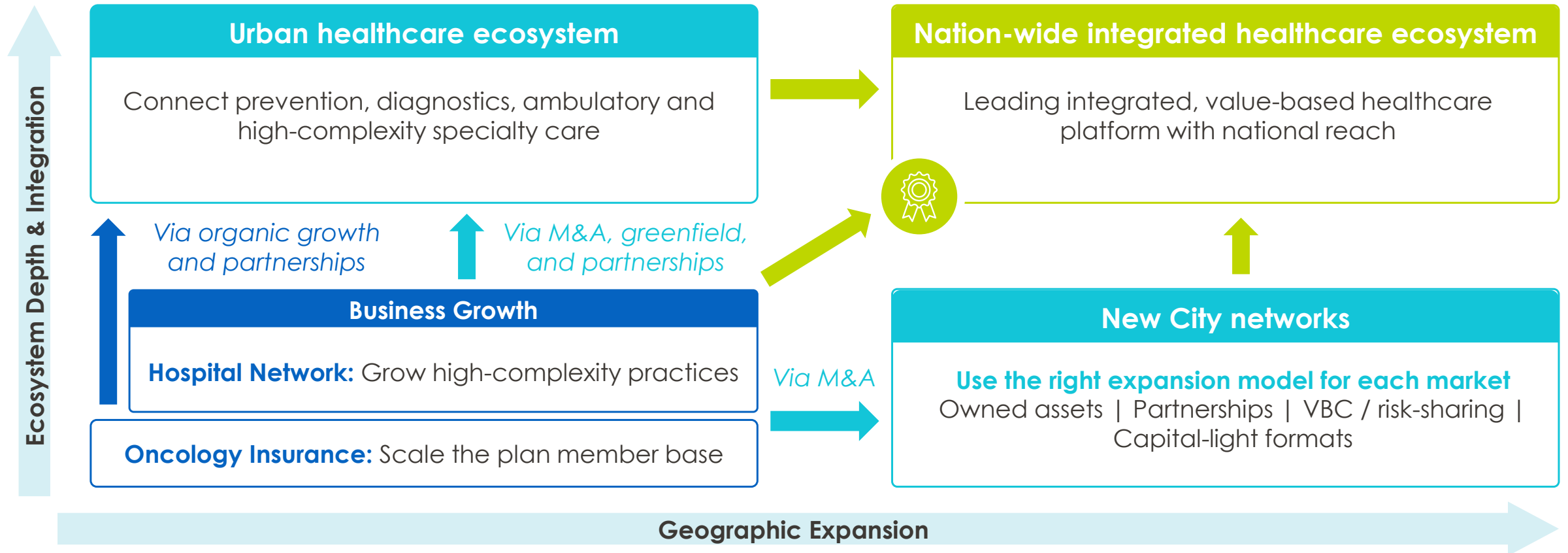


Near-Term Catalysts



Near-term catalysts make the equity story visible; the platform makes value creation durable

Auna playbook: grow first, consolidate selectively, and integrate overtime



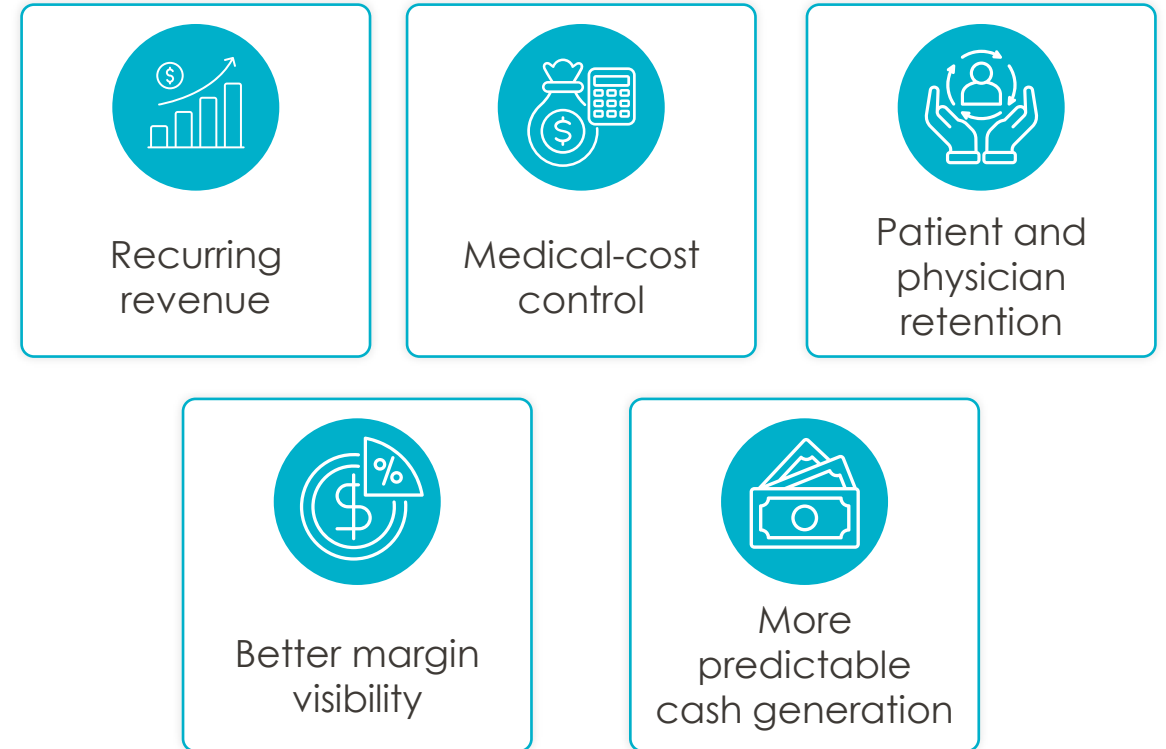
A disciplined approach from operating growth to shareholder value

Auna's integrated model creates higher quality earnings

Integrated Model



What it delivers



The integrated model links patient outcomes to recurring revenue, earning visibility and cash generation

Capital allocation: fund growth while maintaining financial flexibility

Organic investments, growth transactions, reduced leverage, future dividends and buybacks

- 1 Fund maintenance and high-return organic investment
- 2 Deleverage toward 3.0x during 2027
- 3 Pursue small, accretive growth transactions
- 4 Consider larger transactions only when leverage and return thresholds support it
- 5 Begin dividends and buybacks during 2027-2028, assuming the policy is approved and excess cash flow is sustainable

Decision rules

Organic Investments

must generate attractive returns

Growth Transactions

must be strategically relevant and accretive

Leverage

must remain within the target range of less than 3X

Capital returns

should not compromise growth or financial flexibility

Strategic Priorities

2026-2027

Deleveraging to 3.0x | organic growth | small M&A

2027-2028

Larger M&A | start dividends + buyback | integration

Organic growth builds the earnings and cash flow base

Organic growth and selective transactions expand Auna through multiple routes to scale

Mexico: Fully recovery and improved mix

- ✓ Insurer tier repositioning
- ✓ Higher physician referrals and utilization
- ✓ Oncology-led high-complexity mix
- ✓ New cities networks

Colombia: Monetize the platform

- ✓ Improving liquidity
- ✓ Growing risk-sharing contract base selectively
- ✓ Activating available capacity
- ✓ Expanding into adjacent specialties

Peru: Expand access

- ✓ Plan membership and product growth
- ✓ Selective expansion in Lima and Arequipa
- ✓ Trecca and B2G growth

Organic growth creates the earnings base and preserves optionality for selective consolidation

Auna is a disciplined near-term consolidator

Standalone value first; AunaWay integration upside next

What Consolidation Enables



Expand High Complexity Care



Add profitable, cash generative earnings



Strengthen existing hubs and physician relationships



Build scale before deeper integration

What Auna Looks For



Profitable and cash-generative businesses



Strong fit with an existing hub



High-complexity or risk-sharing adjacency



Clear organic growth opportunity



Attractive valuation and manageable leverage



High-quality physicians and patient recognition



Integration potential without disrupting standalone performance

Consolidate first, integrate overtime

Stage 1: Near-term consolidation and standalone accretion



Protect the acquired operation



Improve utilization and specialty mix



Retain physicians and patients



Generate earnings and cash flow



Capture demand

Stage 2: AunaWay integration and compounding value



Standardize Clinical protocols



Apply risk management capabilities



Improve Procurement



Optimize Revenue-cycle



Integrate data and technology



Capture regional operating leverage

First make the asset work within Auna's operating platform.
Then deepen integration to compound value

Near-term consolidation creates the scale and cash flow required for deeper integration

The path to re-rating shares

Prove earnings quality



- Organic growth from the existing platform
- Near-term consolidation of profitable, high-complexity assets
- Recurring revenue and value-based care
- Better utilization, specialty mix and Mexico recovery
- EBITDA and cash generation from day one on select transactions

Reduce perceived risk



- More normalized and visible earnings
- Stronger cash conversion
- Deleveraging toward net debt / EBITDA below 3.0x
- Clear capital-allocation rules
- Standalone value first, followed by phased AunaWay integration

Increase investor recognition



- Clearer patient-centric, regionally-scaled and AunaWay equity story
- Larger and more visible integrated platform across Peru, Colombia and Mexico
- Higher operating leverage and recurring earnings
- Consolidation runway with disciplined execution
- Higher trading liquidity and additional index inclusions

**Valuation
re-rating**

Near-term catalysts make the equity story visible; AunaWay execution makes it durable

alena

Transforming Healthcare in Latin America

AUNA
LISTED
NYSE

auna

A photograph of two surgeons in an operating room. The surgeon on the left is a woman wearing a pink hairnet and a white surgical mask. The surgeon on the right is wearing a blue hairnet, a blue surgical mask, and a head-mounted magnifying device. They are both focused on a surgical procedure. The background shows a large, circular surgical light.

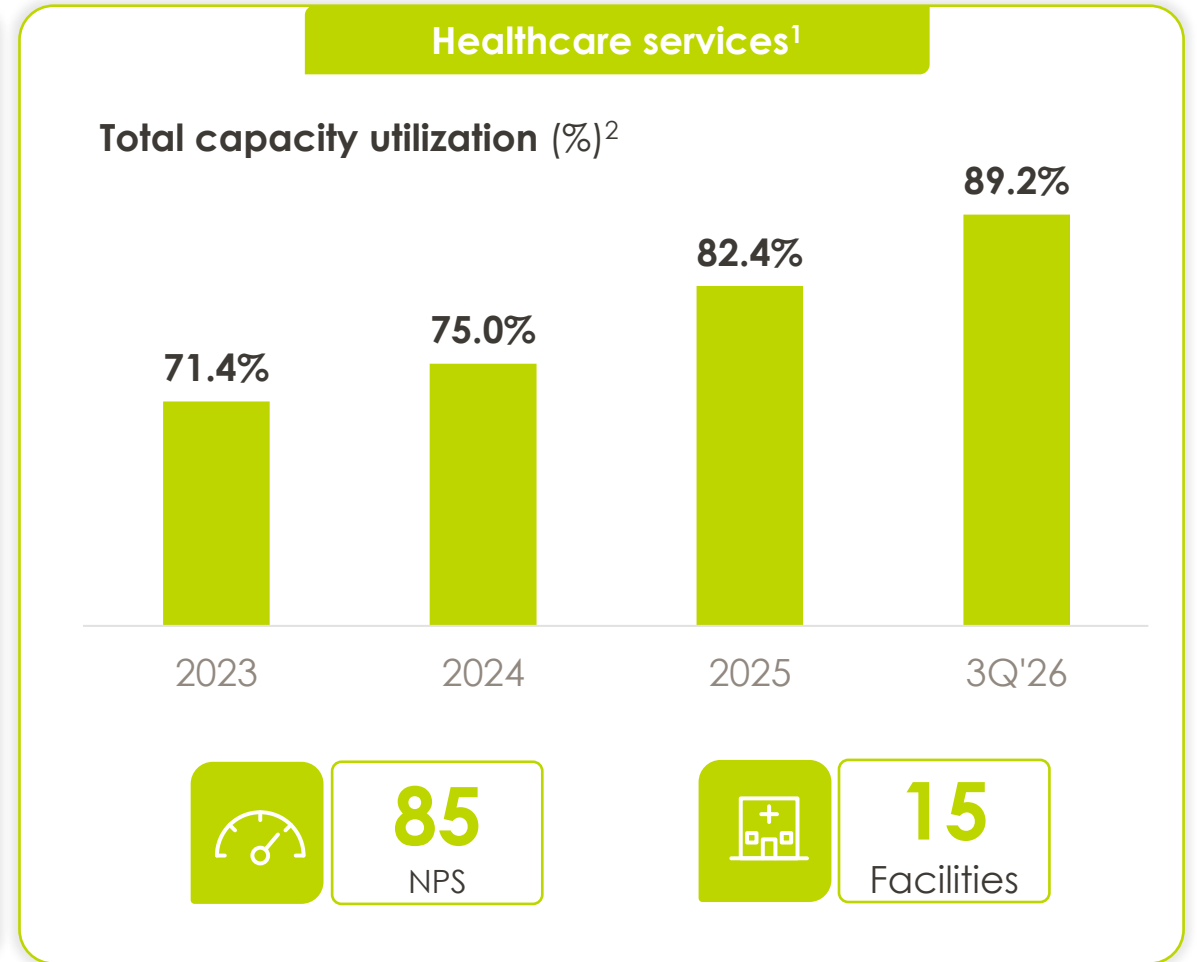
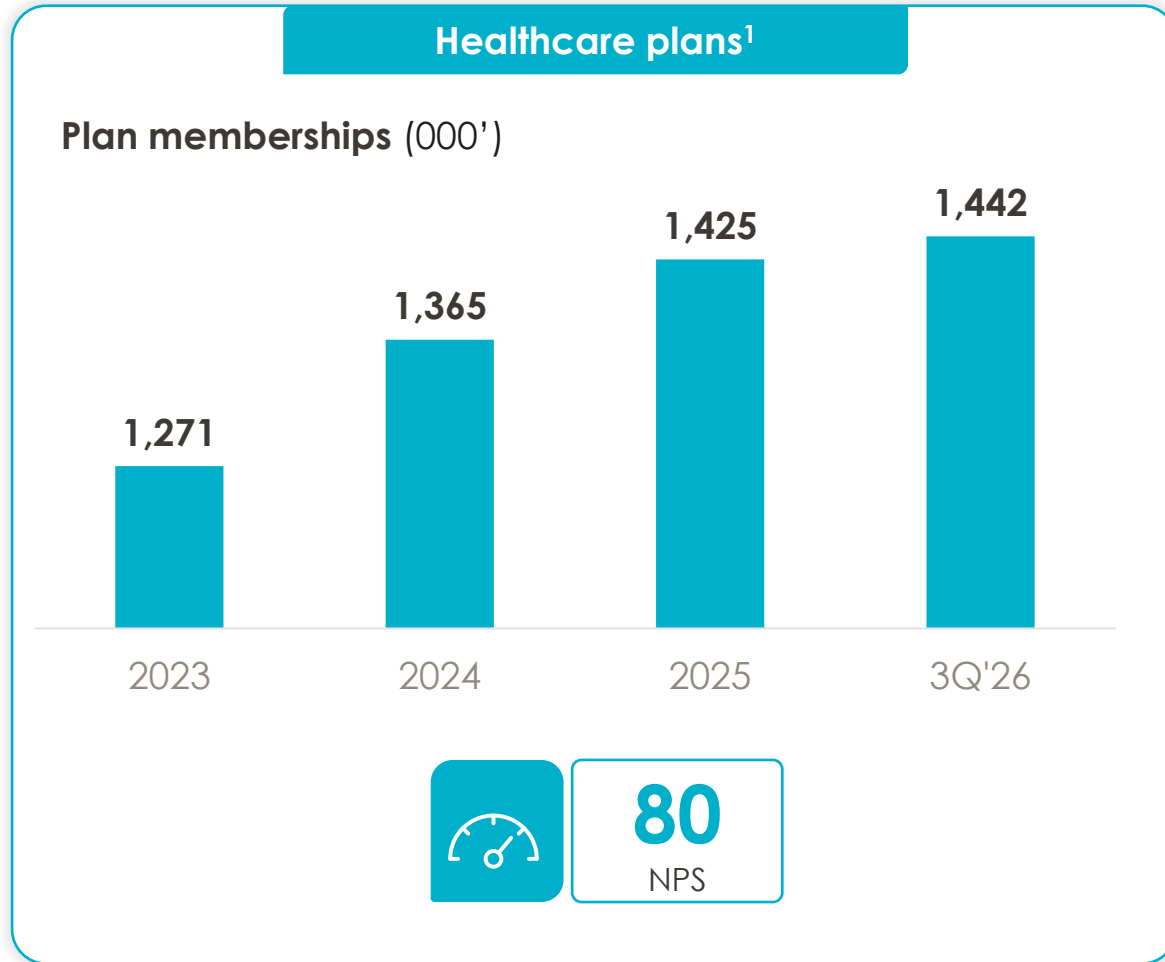
Peru:
**Scaling Capacity
for Growth**

Vicente Checa
Peru Healthcare Network

**Auna
2026
Investor
Day**

October 22, 2026

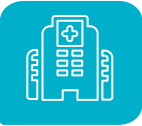
Consistent track record drives high utilization, creating room for strategic capacity expansion



Note: 1. NPS (Net Promoter Score) as of YTD August 2026. 2. Total capacity utilization for 2023–2025 reflects full-year figures; 3Q'26 reflects the quarterly figure.

Leading market share positions support sustained growth

Auna's market share in healthcare services ¹

		Lima	 Outside of Lima	
	Outpatient Visits	17%	 2	41% 
	Deliveries	15%	 3	23% 
	Surgeries	11%	 4	18% 
	Emergencies	9%	 4	33% 

Auna plans market share

44%

Private Health Plan Membership Share²

83%

Oncology Market Share³

Oncosalud with ~1 million plan memberships
~10x more than next competitors

Top-of-Mind Awareness

55%

of Peruvians mention
Oncosalud first for
oncology protection

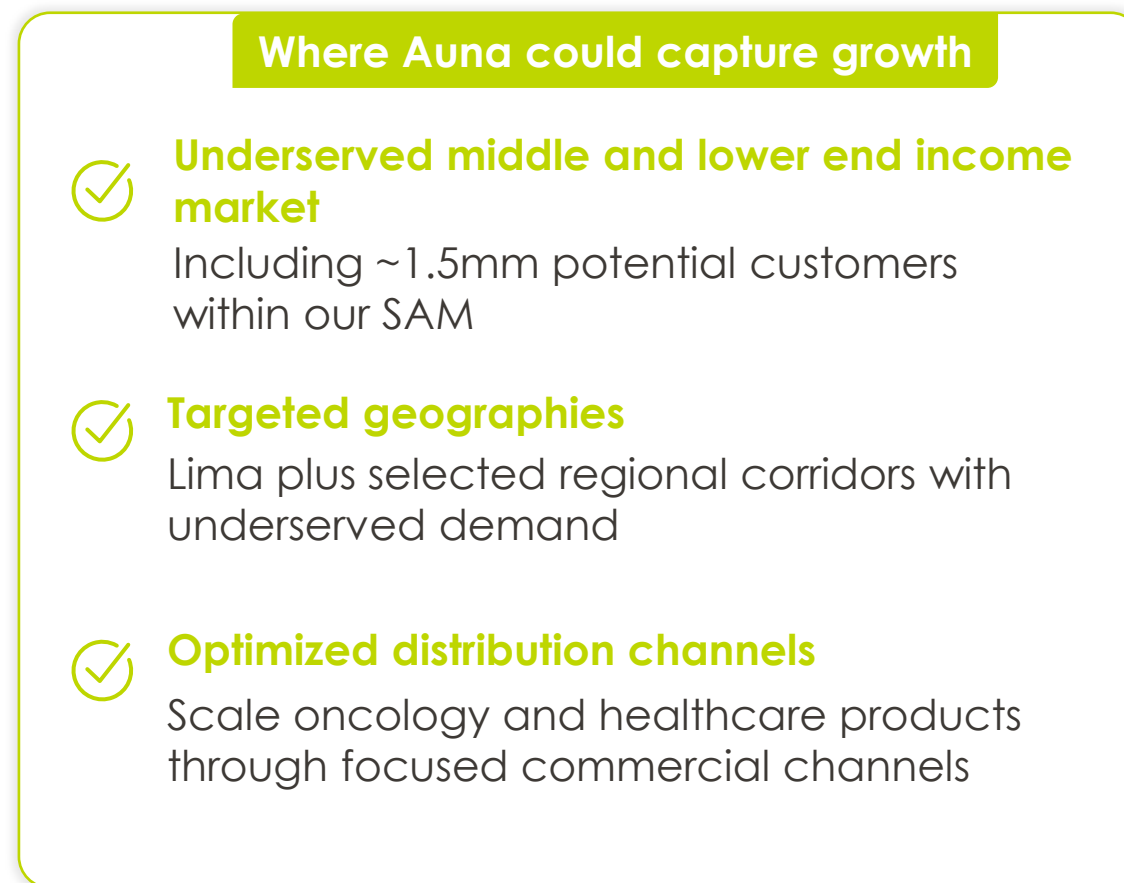
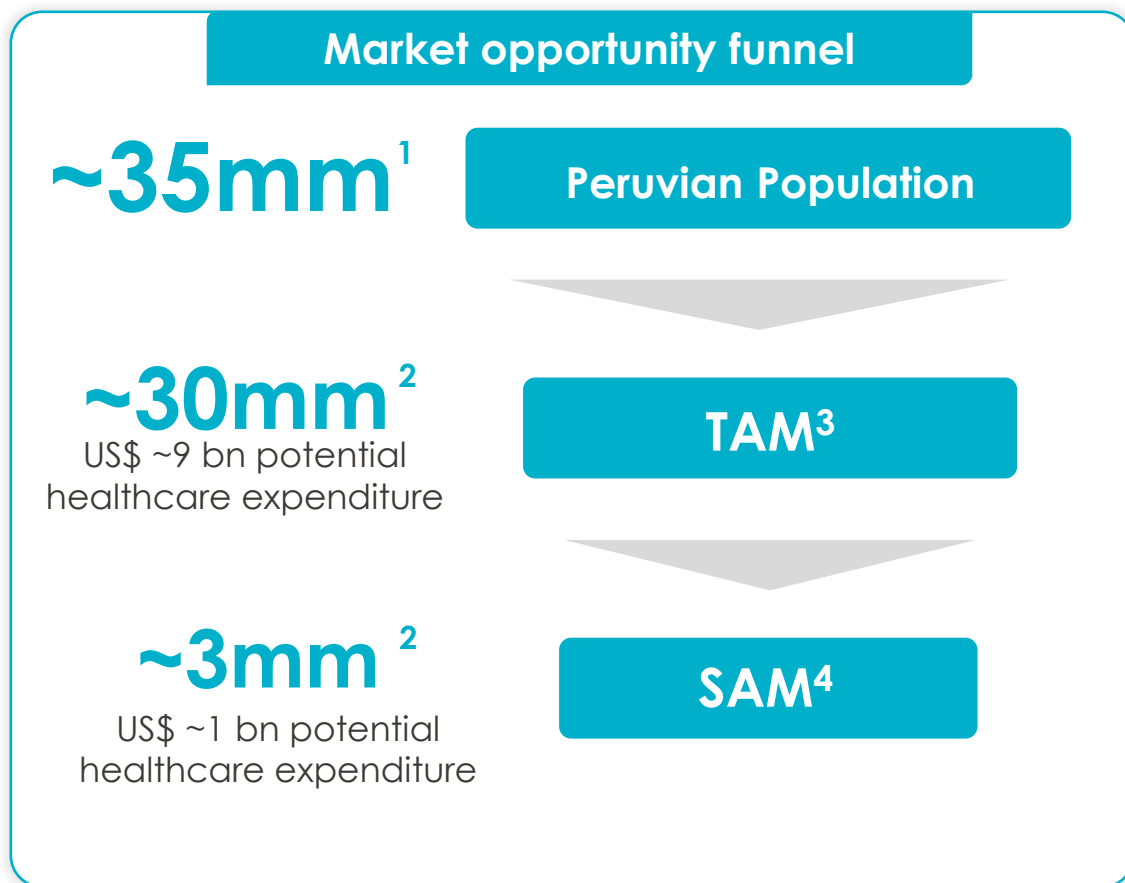
90%

of Peruvians
are **aware of**
Oncosalud

Sources: SuSalud, Ipsos, Peru Brand Tracking Survey.

Notes: 1. As of July 2026. 2. Excludes EPS. Includes all Auna plan memberships, as well as private plans offered by insurers and prepaid healthcare providers. 3. As of 2025. Auna figures include oncology plan memberships only.

A large addressable market creates additional headroom for growth in Peru



Sources: CPI Research, INEI, SUSALUD, RENIEC, ENAHO.

Notes: 1. As of 2026 2. As of May 2026. 3. TAM: Total Addressable Market 4. SAM: Serviceable Available Market.

Scaling a proven integrated platform for the next phase of growth

Patient experience & population health¹



71k high-risk screenings

262 patients in chronic disease programs

>62% 12-month persistence in target segments

Medical excellence & governance²



< 4 Weeks Time diagnosis to-treatment

>74% Adherence to Clinical Practice Guidelines

Care management & clinical outcomes



75%³ 5-year cancer survival rate vs **69%**⁴ in the U.S. and **55%**⁵ in U.K.

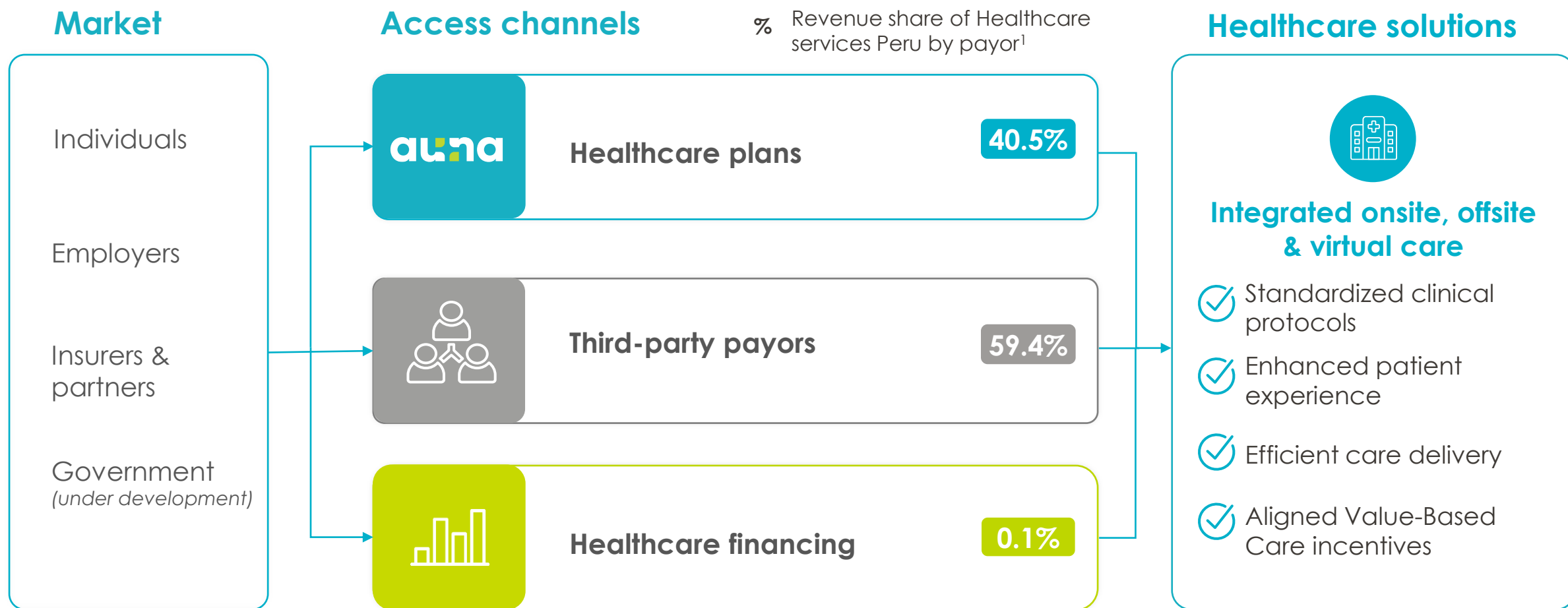
>85%⁶ ICU Utilization

50%⁷ Oncology MLR vs. **76%**⁸ in the region and **87%**⁹ in U.S.

Sources: American Cancer Society. Cancer Facts & Figures 2025, NHS England.

Notes: 1. Chronic disease program data as of September 2026; early detection is as of YTD July 2026 and 12-month persistence data as of May 2026. 2. As of August 2026. 3. As of August 2025. 4. As of December 2025. 5. As of April 2026. 6. As of August 2026. 7. As of 2Q'26. 8. Considers the median of MLR metric for HAPVIDA and Rede D'or (Sulamerica) as of 2Q'26. 9. Considers the median of MLR metric of comparable companies in US (Cigna, UHG, Humana, Elevance, Centene, CVS, Molina, Alignment, Aflac) as of 2Q'26.

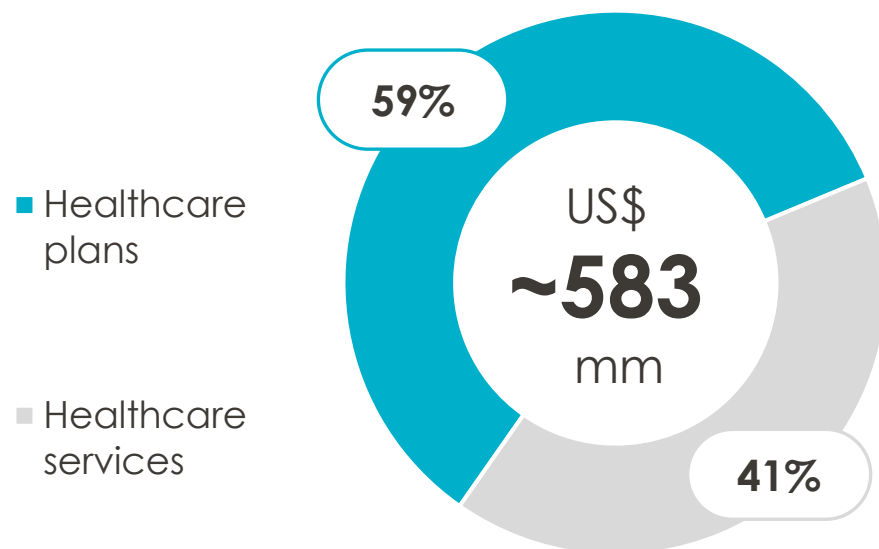
A multi-channel access model connects patients to Auna's integrated care platform



Note: 1. Revenue share data as of LTM 2Q'26.

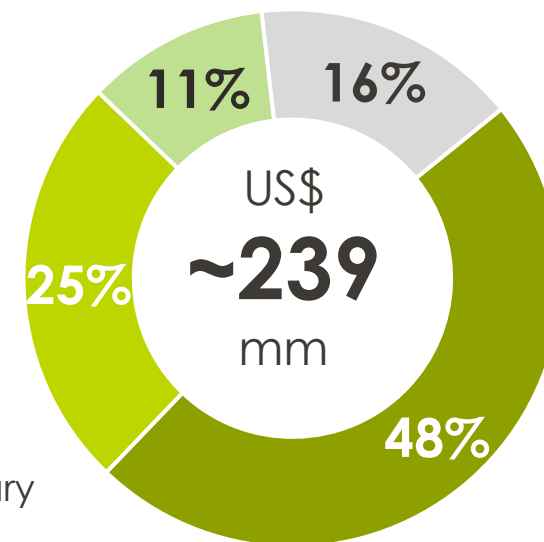
Auna Peru combines healthcare plans with a diversified third-party payor mix

Peru Operations: Split of sales¹



Healthcare services third-party payor mix¹

- EPS²
- Insurance companies
- Out-of-pocket
- Others (International, Self insurance, Complementary SCTR/SOAT)³



Notes: 1. As of LTM 2Q'26. 2. EPS stands for *Entidades Prestadoras de Salud*, which are private health insurance companies that provide EPS plans. 3. SCTR refers to Complementary Work Risk Insurance; SOAT refers to Mandatory Traffic Accident Insurance.

Expanding high-complexity specialties from Auna's oncology platform



Over **30 years** of experience in clinical protocols, talent retention, and high-complexity medical governance



Scaling our core specialties



+20%
Neurosurgery
revenue
(Spine & Tumors)



+10%
**Traumatology
& orthopedics**
surgery
revenue



+5%
Cardiovascular
surgery
revenue
(including TAVI²)

Arrhythmia HPCU³
 **1st in Peru**
EFQM-accredited
Arrhythmia Unit⁴

Notes: 1. Revenue growth by specialty, YTD Aug '26 vs. YTD Aug '25. 2. TAVI: Transcatheter Aortic Valve Implantation. 3. HPCU: High-Performance Clinical Unit. 4. EFQM: European Foundation for Quality Management.

Peru's hub-and-spoke expansion combines near-term optimization with national growth

Lima network optimization

Short term



+19

Outpatient
offices



+9

Outpatient
Oncology offices



+30

Bed
capacity

Medium term



+20

Outpatient
oncology offices



+50%

Inpatient
capacity



+90

Bed
capacity

National growth

Medium term



Torre Il Vallesur in Arequipa



+40

Bed
capacity



+20

Outpatient
offices



Imaging Alliances
(Lima, Arequipa, Piura)



Exploring bolt-on M&A opportunities
across the country

B2G

Short term



Trecca Ambulatory Center

Peru demonstrates Auna's integrated model at scale



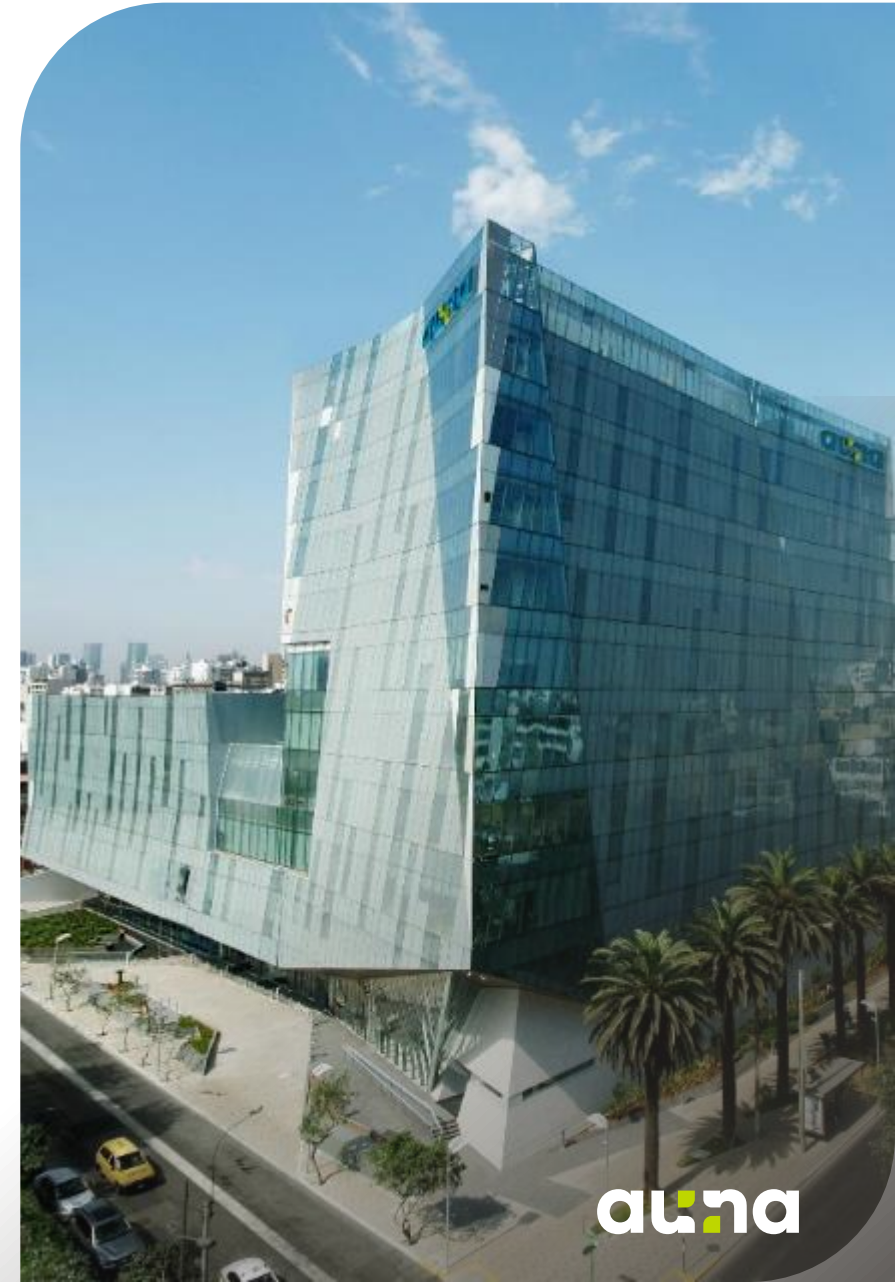
Proven integrated model supporting care quality, efficiency, and stable MLR.



Shifting mix toward high-complexity care and own-access members.



Disciplined hub-and-spoke expansion targeting the mid-price market.



alena

Transforming Healthcare in Latin America

AUNA
LISTED
NYSE

auna

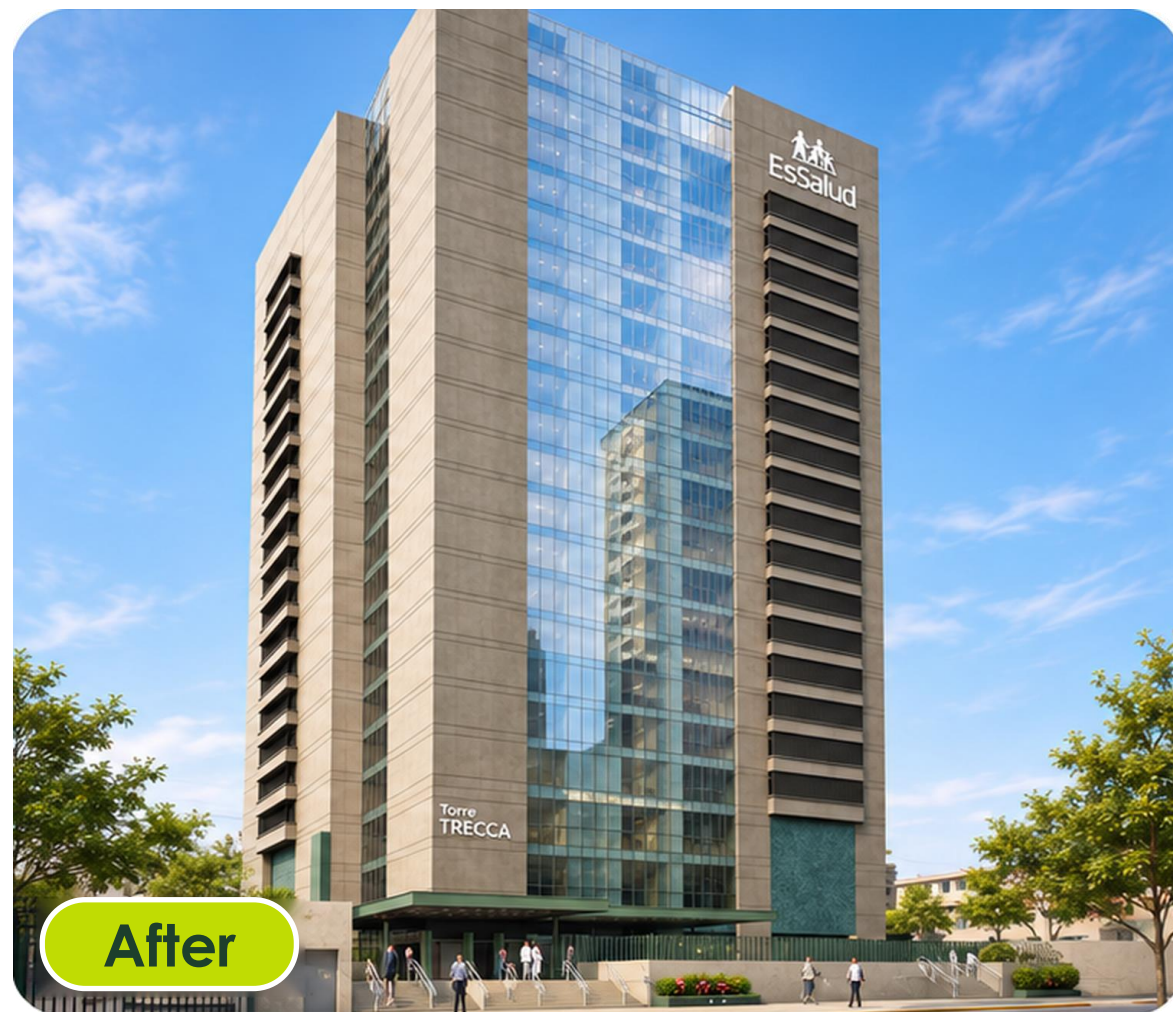
Discussion Panel:
Trecca Ambulatory Center
Unlocking Low-Risk Growth

Suso Zamora, Executive Chairman & President
Gisele Remy, CFO and EVP of Finance
Vicente Checa, Peru Healthcare Network
Moderated by:
Lorenzo Massart, EVP of Strategy & ECM

Auna
2026
Investor
Day

October 22, 2026

Closing the Gap: Torre Trecca's Evolution



Note: Image on the right is an architectural rendering for illustrative purposes only; the final building may differ.

A 20-year PPP concession with EsSalud will close a critical gap in outpatient healthcare capacity in Lima



By the numbers

59k m2 of constructed area

23 floors¹

145 medical offices

+300 medical equipment

~1.5k employees²



Scope

Refurbishment, equipment acquisition and management of a facility focused on outpatient consultations



Objective

Increase EsSalud's capacity in Lima by more than 20%, serving 3 million people a year



Terms

20-year concession (2-year construction + 18-year operation), with an option to renew for 18 more years

Trecca Ambulatory Center offers 7 key service lines and addresses ~36% of EsSalud's ambulatory unmet demand

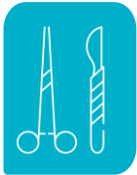
Key medical service packages



Ambulatory
Packages



Specialized
Procedures



Surgical Risk
Packages



MRI
Procedures



Preventive
Packages

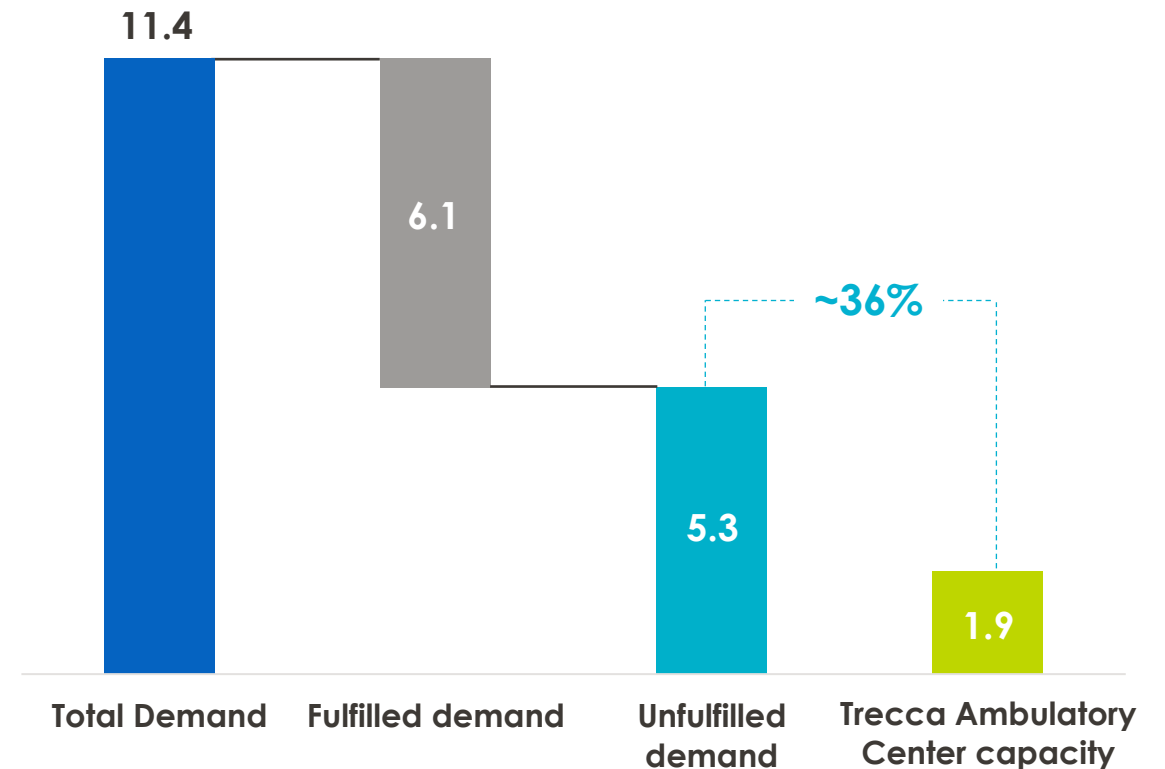


Ambulatory
emergencies

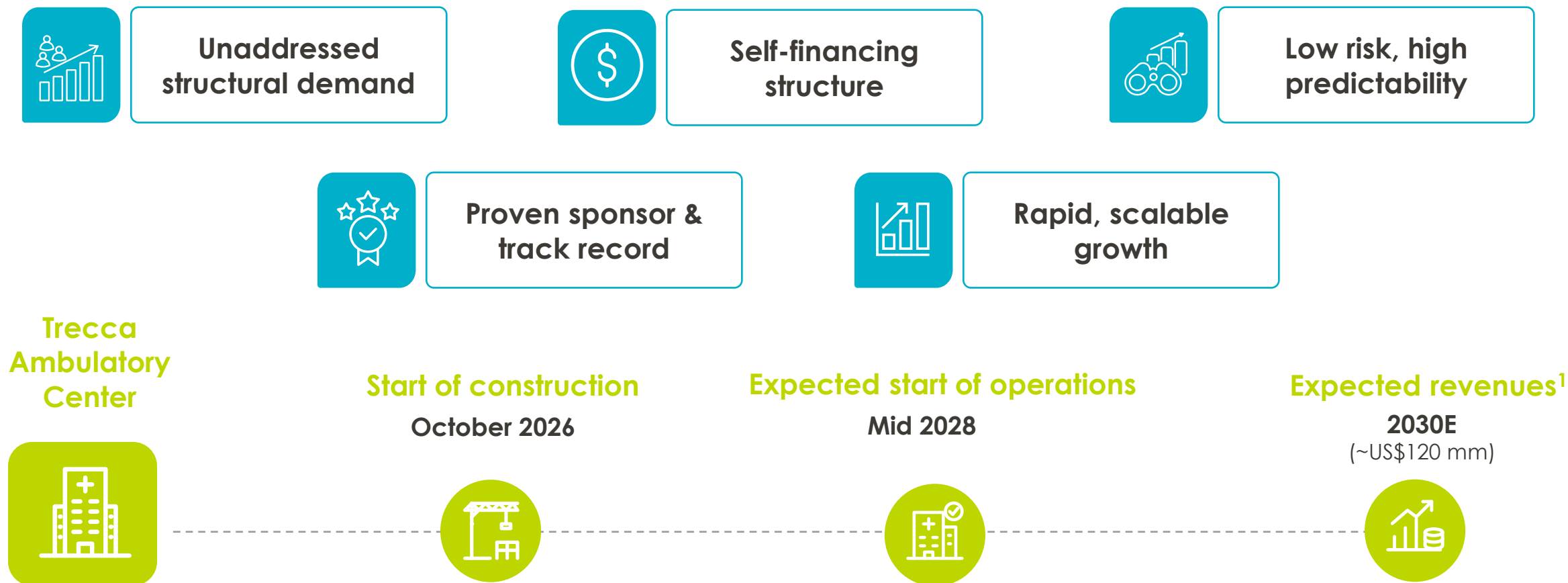


Image
Reading

EsSalud's ambulatory appointments demand gap in Lima (mm appointments)



A self-financing model produces predictable, low risk, high growth, scalable returns



Sources: Company filings, INEI, BCRP.

Note: Based on minimum guaranteed demand under the PPP agreement with EsSalud; Aug-26 prices, excl. VAT.

aluna

Transforming Healthcare in Latin America

AUNA
LISTED
NYSE

auna

Colombia:

**Scaling Within the
Universal System**

Pablo Cervera

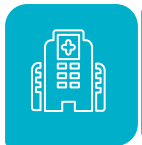
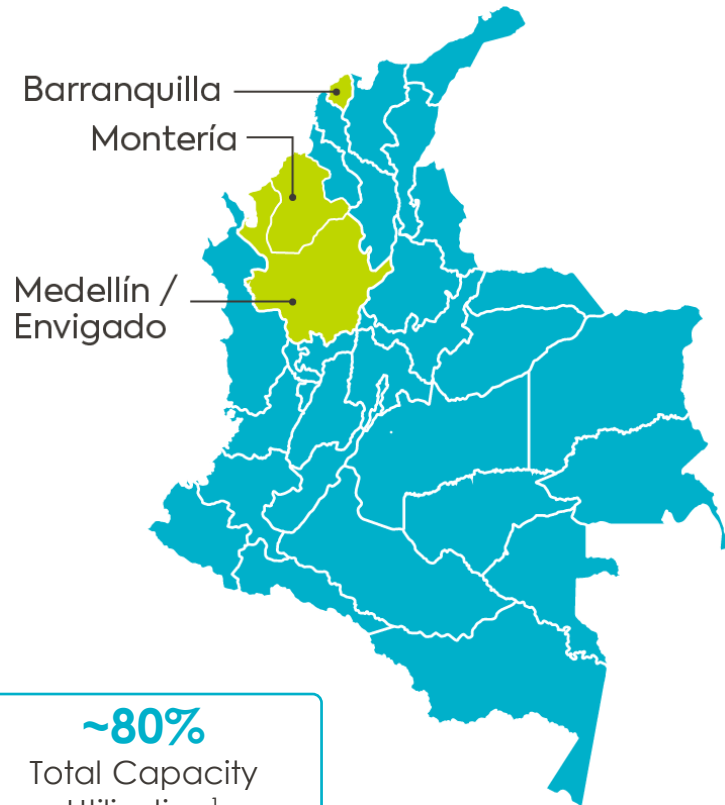
Colombia Healthcare
Network

**Auna
2026
Investor
Day**

October 22, 2026

Auna Colombia is a high-complexity network within a universal healthcare system

Strategically located facilities



~80%
Total Capacity
Utilization¹



High-complexity clinic network

Established capabilities across
oncology, cardiovascular,
neurosciences and
traumatology & orthopedics



Value-based care

Long-standing capabilities
supported by proprietary
patient data



Research & innovation platform

Leading oncology research
and innovation capabilities



Private growth potential

Growing exposure to private
payor patients

Our model captures scale and rising high-complexity demand from mandatory coverage

Mandatory coverage¹

~98% of Colombian population is covered, equivalent to **~53mm** covered lives



Contributory program



Subsidized program



Special program

Lives served through Auna contracts:

~3.2 mm

Lives under our value-based care model²

~6.1 mm

Lives under EPS fee-for-service agreements³

~0.2 mm

Private-plan lives⁴

Demand drivers



#1 cause of death: ischemic heart disease, **~17% of deaths in 2025⁵**



~2.2x prevalent cancer cases in 2024 vs. 2019⁶



~25% of population aged 60 or more by 2050 vs. **13%** in 2018⁷

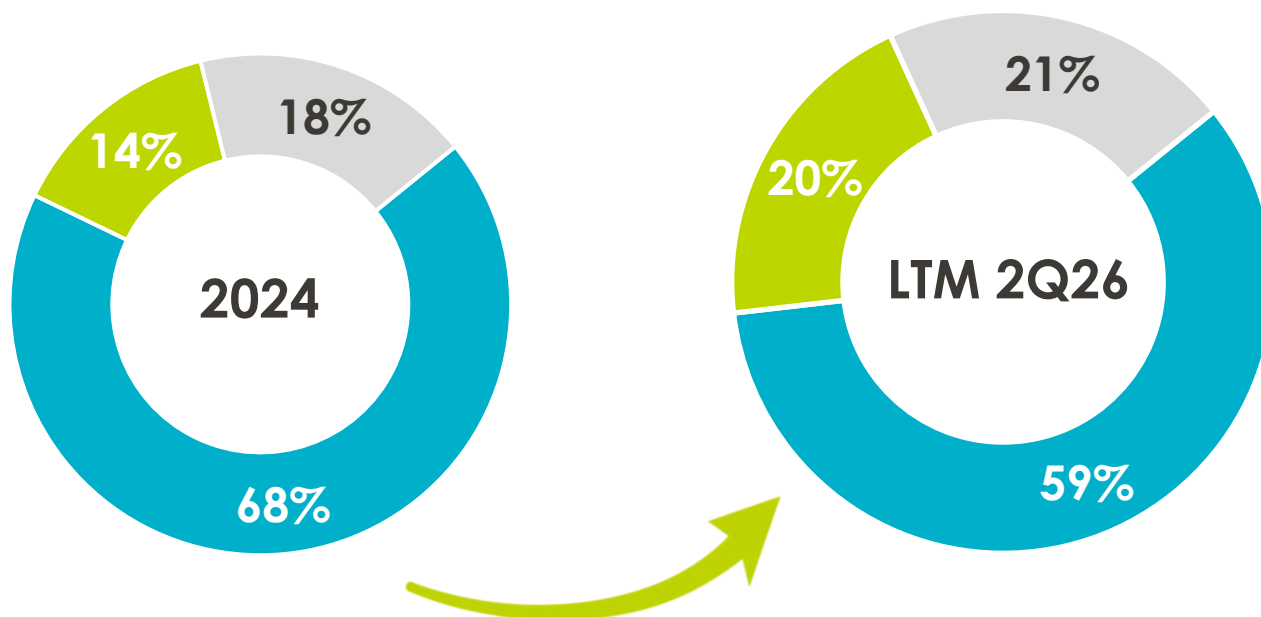
Sources: Minsalud, DANE, Cuenta de Alto Costo (CAC), Labor Market and Social Security Observatory.

Notes: 1. As of August 2026. 2. As of September 2026. 3. As of July 2026. EPS (Entidades Promotoras de Salud): Colombian entities that manage social security health funds and provide the mandatory coverage. 4. As of July 2026. 5. As of 2025. 6. As of 2024, prevalent invasive cancer cases versus 2019. 7. Projections based on the 2018 Census (July 2025 update).

Auna Colombia combines a high-complexity core with selective growth options

Payor mix evolution

% of total revenues



EPS fee-for-service

Core business, focused on high-complexity demand and a stronger payor base



Value-based care contract models

Selective growth lever for recurring revenue, with contract economics actively managed



Private market

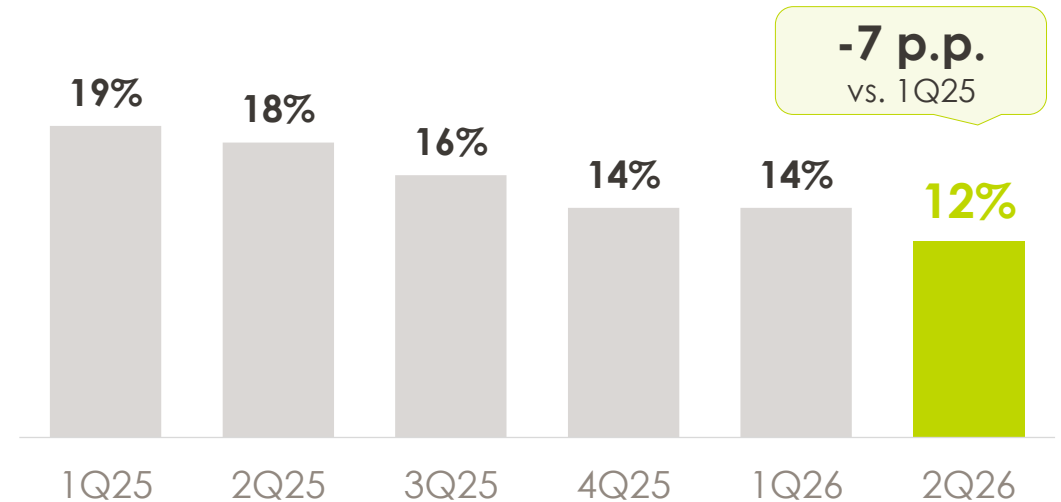
Key growth opportunity across prepaid, insurance and out-of-pocket

Our EPS fee-for-service business captures high-complexity demand with a more diversified payor base

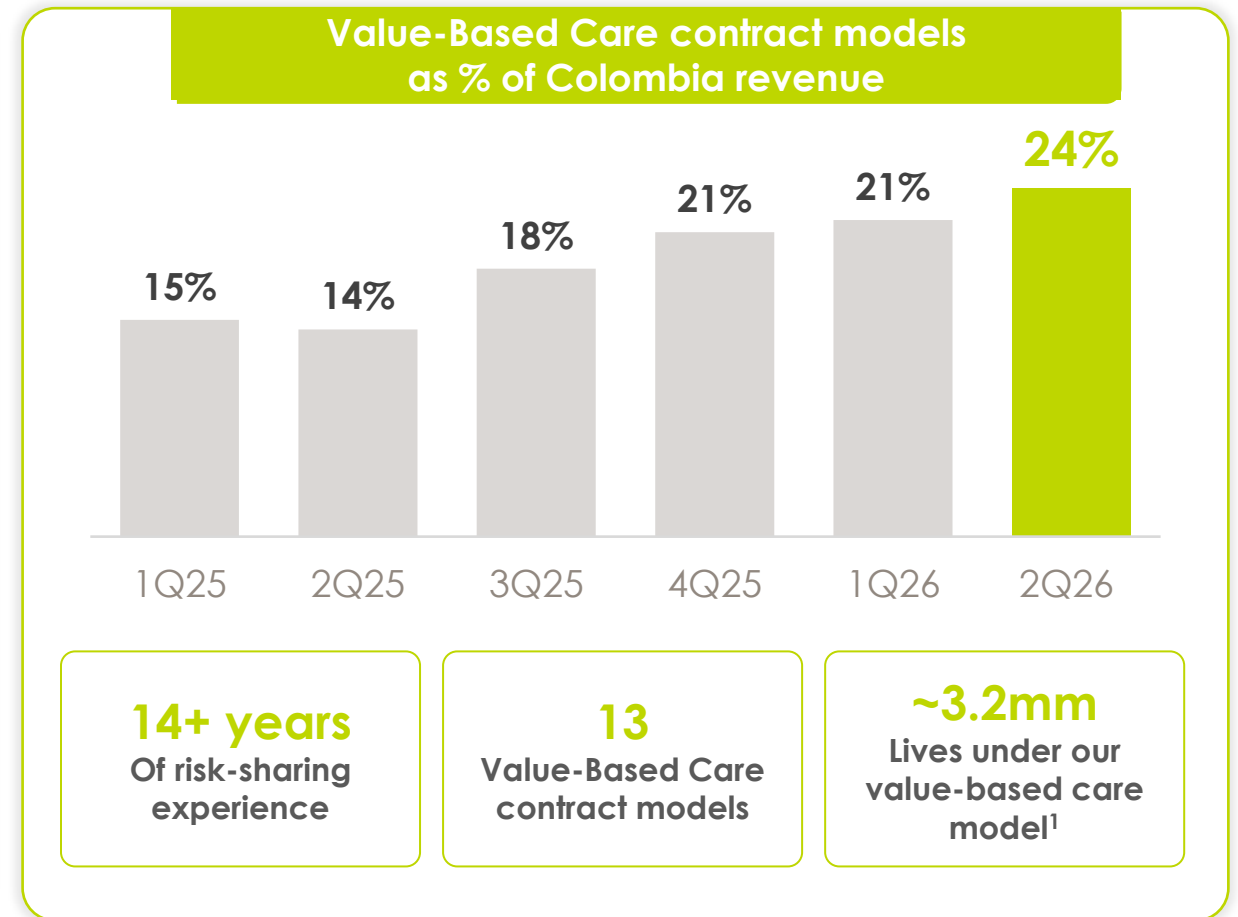
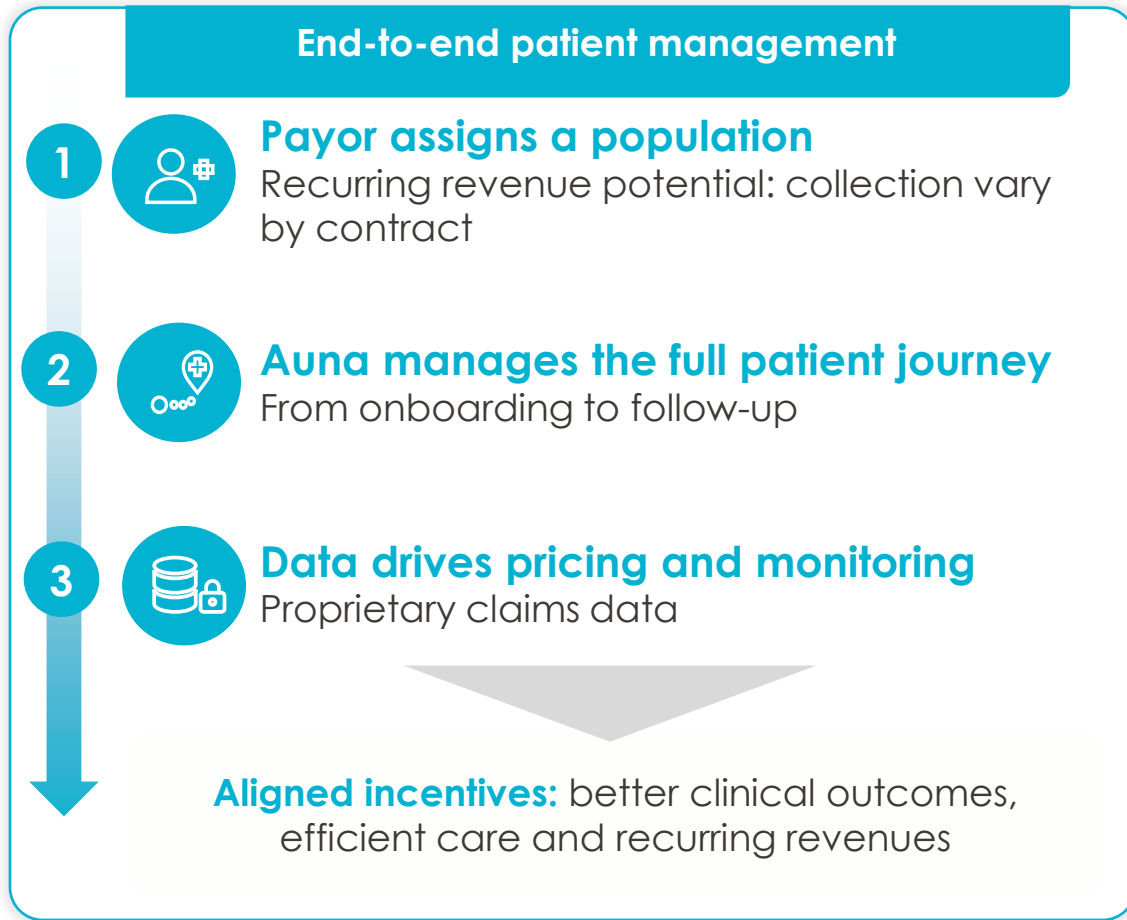
What drives our EPS business

- 1 High-complexity positioning**
Oncology, cardiovascular, neurosciences and traumatology & orthopedics in one network
- 2 Demand capture**
~59% of Auna Colombia revenue¹
- 3 Payor quality**
Lower exposure to intervened payors, a broader payor base and enhanced payment agreements

Intervened payors (% of Colombia segment revenues)



Our value-based care platform supports better clinical outcomes and recurring revenues



Replicating our oncology and cardiovascular Models in selected specialties

Established anchors



Oncology

Anchor specialty of Auna's Value-based care in Colombia



Cardiovascular

High-complexity capacity already integrated into the model

Disciplined risk-sharing playbook

Clinical protocols - Data - Risk management



Growth drivers



Traumatology & orthopedics

Direct extension of the Value-based care model



Neurosciences

Adds to the high-complexity portfolio and further clinical differentiation

Why these specialties replicate



High surgical volume

Elective, schedulable procedures that fill operating rooms and lift utilization of installed capacity.



Potential for attractive economics per procedure

Greater complexity and revenue per case than the general surgical mix.



Selective replication of risk-sharing contracts

Same clinical protocols, data and risk management already applied in Oncology.

Colombia's research platform is a regional capability for clinical excellence and talent attraction

Research platform

3 Clinical Research Centers
MSD - selected partner for clinical trials¹

104 Active trials, including **62** in Oncology², representing ~55% of Colombia's oncology clinical trials³

96% of Auna's clinical trial submissions approved by Health Regulator vs. 88% country average⁴



Monteria Clinical Research Center¹

#2 in Latin America

#3 globally

Key Specialties: Oncology, Hematology, Infectious Diseases, Pediatrics, Vaccines and Hepatology

Regional capabilities



Attract and retain leading physicians across Auna's markets



Transfer clinical protocols and research learnings across Peru, Mexico, and Colombia



Support development of core specialties, including oncology and other high-complexity areas



Deepen relationships with global pharmaceutical companies and other partners



Strengthen Auna's regional reputation for complex care and innovation

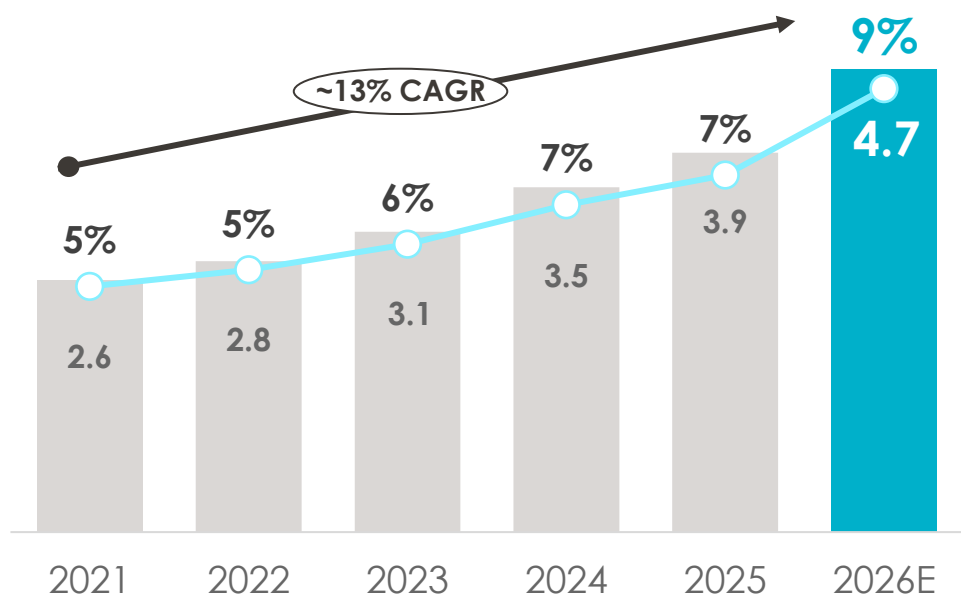
Source: INVIMA, MSD.

Notes: 1. Merck Sharp & Dohme. 2. Auna clinical trial data as of June 2026. 3. Based on the total number of oncology clinical trials in Colombia as of Sept 2026. 4. Colombia's health regulator refers to INVIMA, the national authority responsible for reviewing and authorizing clinical trials. Approval rates as of September 2026.

Private-payor demand is a long-term growth opportunity

Private opportunity¹

Voluntary coverage (mm lives, % of population)



How we capture private demand

- ✓ **Physicians at the center:** education, technology and research for top specialists
- ✓ **Agile contracting:** flexible programs and network for high-complexity care
- ✓ **Preferred payor network:** leading insurers and prepaid medicine in key specialties
- ✓ **Preferred patient pathway:** faster access, shorter wait times and differentiated spaces for private patients

Sources: Acemi-Fasecolda, Health in Figures.

Notes: 1. Voluntary coverage historical data (2021–2025) and 2026 estimate as of August 2026.

Existing capacity provides room for capital-efficient growth

Clínica IMAT Oncomédica - Montería

Infrastructure activation

Unlocking available capacity to expand and diversify



+20%¹

Increase in installed capacity

Capacity expansion includes:



+80

Inpatient beds



+3

Floors



+2

Operating rooms



High-complexity

Cardio, Neuro and
Trauma & Orthopedics

Clínica del Sur - Antioquia

Capacity optimization

Increasing utilization of existing capacity



40%²

Available capacity in current space

Capacity available for expansion:



60%²

Hemodynamics



50%²

Surgical activity



Launch Oncology

Levering existing space

Notes: 1. Reflects potential incremental capacity at Clínica IMAT Oncomédica. 2. Operational capacity available for development within already-built physical space.

Auna Colombia combines a differentiated platform with disciplined growth options

-  **High-complexity network** capturing sustained demand growth with a more diversified payor base.
-  **Established Value-Based Care platform** driving recurring revenues and expanding into new, higher-margin specialties.
-  **Leading research platform** attracting top medical talent and reinforcing clinical excellence across Auna's markets.
-  **Expanding private demand** is our key growth driver, supported by available installed capacity.

Near-term focus remains disciplined contract management and operating execution



auna

aluna

Transforming Healthcare in Latin America

AUNA
LISTED
NYSE

auna

A photograph of two surgeons in an operating room. The surgeon on the left is a woman wearing a pink hairnet and a white surgical mask. The surgeon on the right is wearing a blue hairnet, a blue surgical mask, and a head-mounted magnifying device. They are both focused on a surgical procedure. The background shows a large, circular surgical light.

Mexico:
**From Monterrey to
a National Leader**

Alejandro Torres
Mexico Healthcare
Network

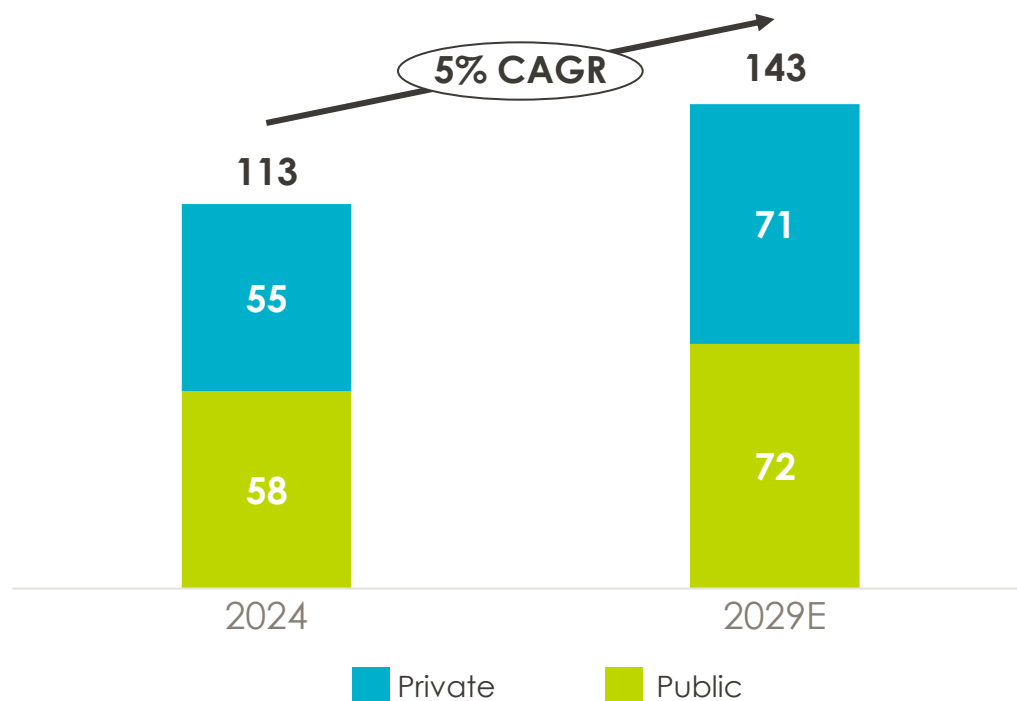
**Auna
2026
Investor
Day**

October 22, 2026

Mexico's underpenetrated healthcare market has strong structural tailwinds

Private healthcare is projected to capture a growing share of healthcare spending

Healthcare expenditure (US\$ bn)



~16%

Percentage of population aged 60+ expected to reach 16% by 2031, exceeding the share of children under 11



~13%

CAGR in health insurance premiums: 2021-2025



~1

Beds per 1,000 inhabitants, ~76% below OECD average



~45%

Private beds capacity growth through 2024-2029E, while public beds decline by 2.3%

A market-leading position in Monterrey supports nationwide expansion in Mexico

Strategically located facilities



~16k, +7%

Surgeries

~73k, +34%

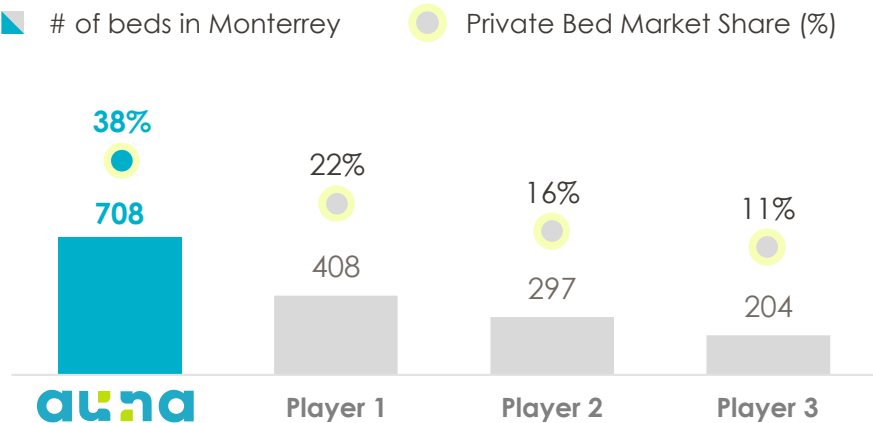
Outpatient Visits

~24k, +1%

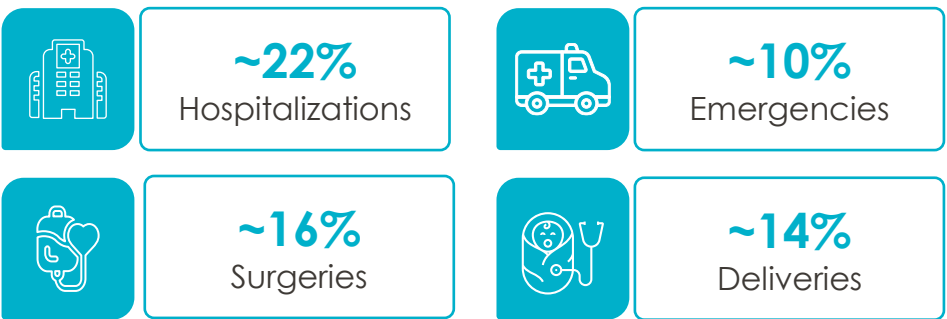
Emergency Treatments

YTD Set. '26,
YTD Set. '26 vs. YTD Set. '25

Positioning¹



Market share in State of Nuevo León²



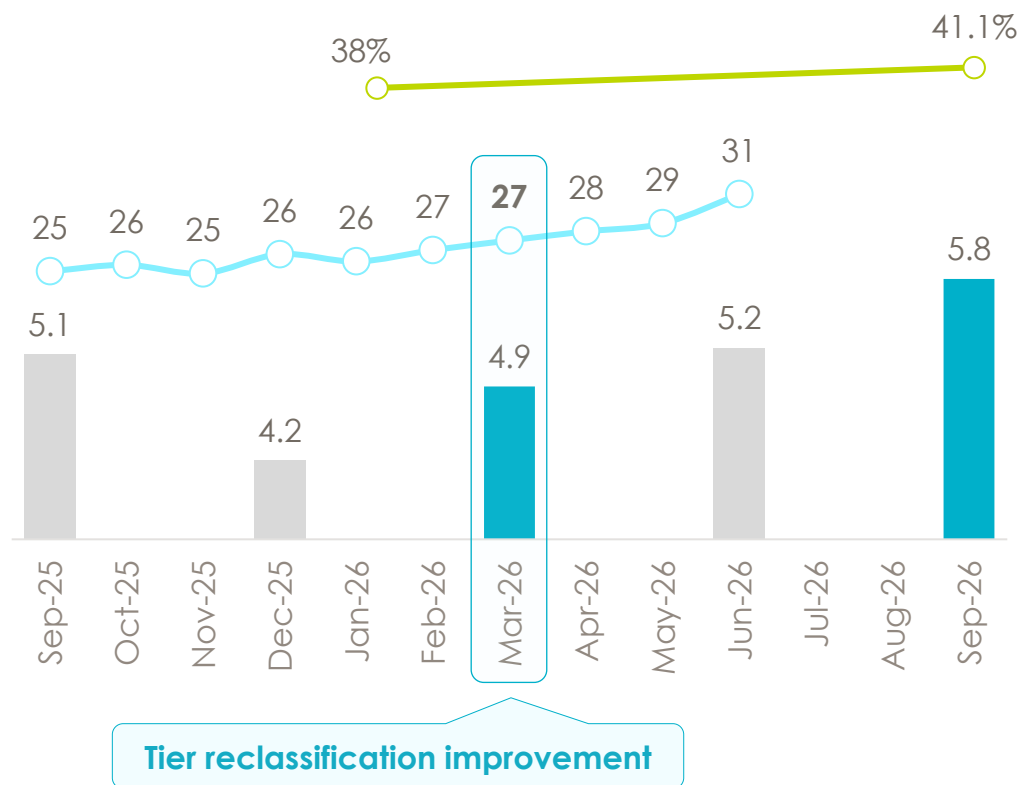
Sources: INEGI, ESEP

Notes: 1. Considers Monterrey area. 2. Refers to procedures performed in the private sector in the state of Nuevo León in 2025. Auna is only present in Monterrey



Monterrey's recovery creates a foundation for renewed growth

○ Total capacity utilization¹ ○ Revenue² (US\$ mm) ■ Surgeries³ (000')



Growth drivers



Successful repositioning across hospital tiers with the largest insured populations



Recovery of high-value physicians



Ample headroom for out-of-pocket growth



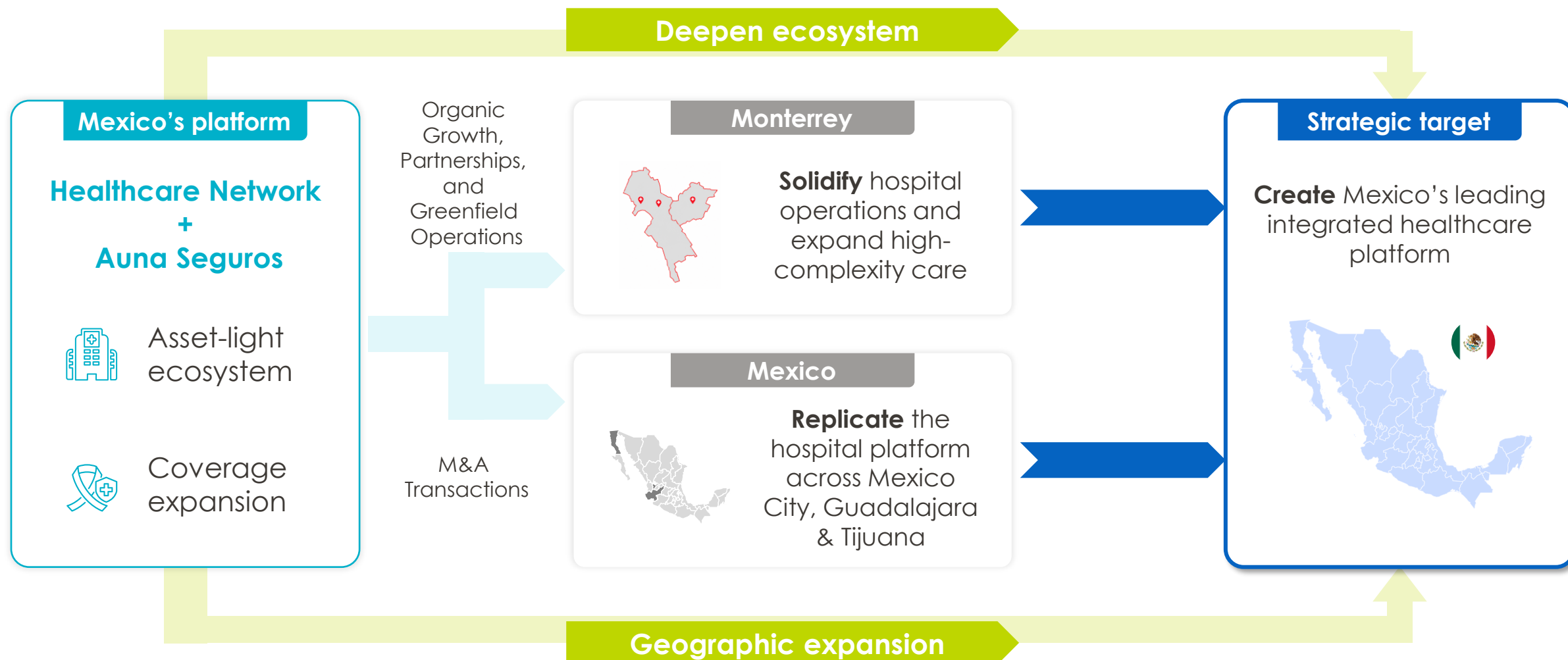
Growth through B2G partnerships



Oncology emerging as a new growth engine

Notes: 1. Monthly total hospitalization capacity utilization rate. 2. Revenue includes Auna Seguros. 3. Total quarterly numbers of surgeries includes outpatient surgeries and cesarean sections

Auna's roadmap combines Monterrey execution with national expansion



Deepening Monterrey penetration through volume, specialty mix and limited CapEx



Insurer volume capture

Leverage recent insurer reclassification to drive higher patient volumes



68%¹ of medical insurance premiums are with the 3 insurers where Auna has improved its tier classification



Physician engagement

Strengthen incentives to drive referrals



~17%² YoY growth in physician referral revenue in YTD 2Q'26



Specialty mix

Expand oncology, cardiology, neurology, traumatology and orthopedics



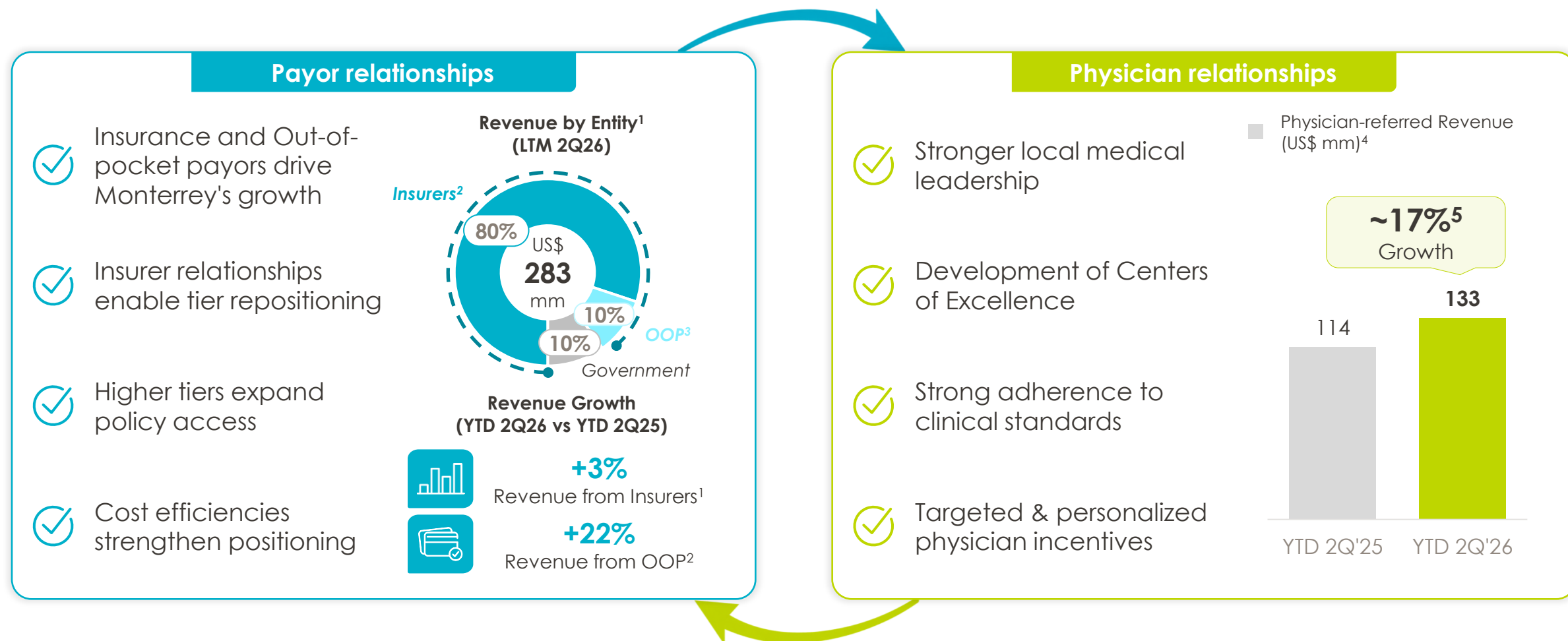
~27% of Auna's services mix, vs. ~20% for the market⁴



Source: Company Information

Notes: 1. Considers the total medical insurance written premiums in the state of Nuevo Leon for 2024. 2. Growth measured in US\$. 3. Considers oncology, neurology, cardiology, traumatology, and orthopedics. 4. Considers Monterrey Metro Area. Data as of 2025

Payor access and physician engagement drive revenue growth in Monterrey



Notes: 1. Revenue excludes Auna Seguros. 2. Includes revenue from insurers, B2B, and productivity adjustments. 3. Out-of-pocket. 4. Physician-referred revenue from credentialed physicians, excluding government. 5. Considers growth in US\$

High-complexity oncology is Auna's core growth engine and clinical differentiator in Mexico

Platform

Integrated Oncology Platform

Prior to 2025

1 **Strong oncology operations**, including in-house production and commercialization of radiopharmaceuticals, enabled by Monterrey's only cyclotron

March, 2025

2 **Integrated Opción Oncología**, expanding Auna's specialized oncology network in Monterrey

October, 2025

3 **Opened OncoCenter**, reinforcing Auna's high-complexity oncology capabilities

September, 2026

4 **Added Elekta EVO linear accelerator**, strengthening Auna's advanced radiotherapy platform

Performance

Oncology Performance (YTD 2Q26 vs YTD 2Q25)¹ Radiotherapy and Chemotherapy



+82% Sessions



+122% Revenue

Oncology Market Share²



~27%
Chemotherapy



~19%
Radiotherapy

Growth Avenues



Cross-sell Auna Seguros to Auna's existing customer base



Increase revenue per patient through integrated oncology care

Sources: INEGI, ESEP

Notes: 1. Intravenous chemotherapy and radiotherapy infusions in both inpatient and outpatient care; excludes oral treatments. 2. Refers to procedures performed in the private sector in the state of Nuevo León in 2025. Auna is only present in Monterrey.

Disciplined expansion focuses on Mexico's highest-potential metropolitan areas

Strategic criteria



Target high-potential markets

with favorable demand trends, competitive dynamics and regulatory environments



Clear competitive edge

with oncology, high-complexity care, and integrated access



Disciplined economics

drive scalable growth with attractive returns

Expansion opportunities



Broaden healthcare access

through scalable plans such as Auna Seguros



Scale care delivery through hospitals,

specialized outpatient centers and strategic partnerships

Source: INEGI
Note: 1. As of 2025

Strategically focused expansion



auna

Auna Mexico's platform supports growth beyond Monterrey



Strengthening local execution and momentum through deeper payor and physician relationships.



Broadening demand across insurers, self-pay, and government partnerships.



Leveraging high-complexity oncology as a core growth engine and anchor to expand specialty care.



Building a strong, scalable platform for nationwide expansion.



alena

Transforming Healthcare in Latin America

AUNA
LISTED
NYSE

auna

A photograph of two surgeons in an operating room. The surgeon on the left is a woman wearing a pink hairnet and a white surgical mask. The surgeon on the right is wearing a blue hairnet, a blue surgical mask, and a head-mounted display. They are both focused on a surgical procedure. A large, circular surgical light is visible in the background.

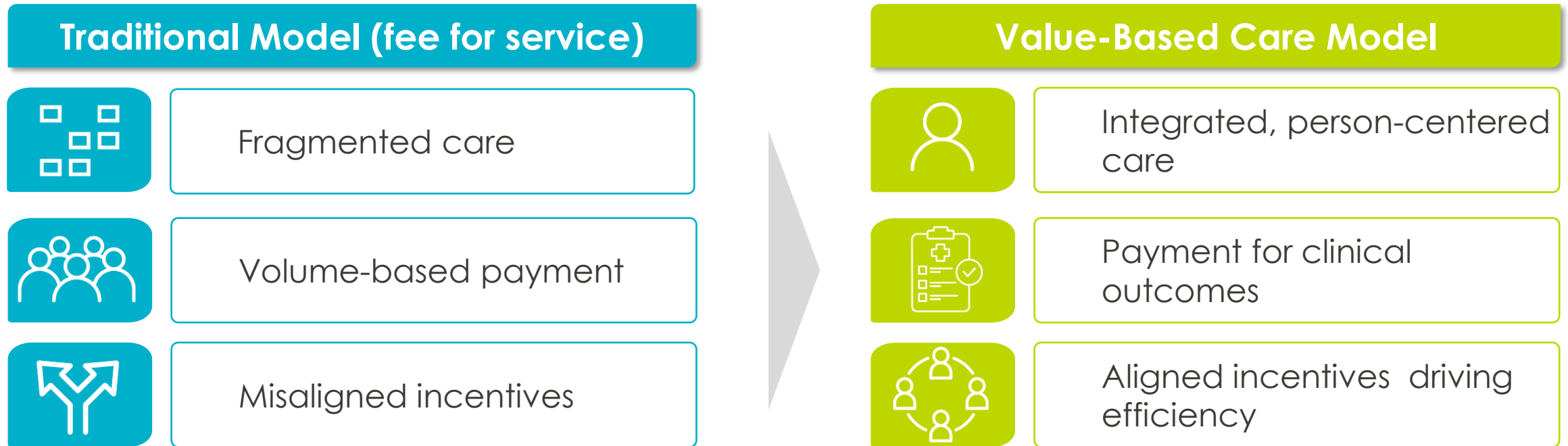
Discussion Panel:
Value-Based Care
Better Outcomes,
Better Economics

Suso Zamora, Executive Chairman & President
Rayet Harb, EVP of Operations
Moderated by:
Lorenzo Massart, EVP of Strategy & ECM

Auna
2026
Investor
Day

October 22, 2026

Auna's Value-Based Care model aligns financial incentives with clinical outcomes to benefit patients



VBC is a fundamental pillar of the AunaWay.
It improves health outcomes and cost efficiencies by adhering to medical best practices

VBC is the structural solution to healthcare sustainability in LatAm, shifting care from volume to outcomes

Payers require cost predictability



Rising healthcare costs



Shift toward risk-sharing

Recurring revenue streams with improved collection visibility

Rising demand for high-acuity care



More chronic and complex care



Higher cost under traditional models

Captures value across integrated high-acuity care pathways

Aligning efficiency with health outcomes



Standardized, earlier care



Better outcomes at lower cost

Lower avoidable utilization while improving patient retention

Auna has the scale, capabilities and experience to lead Value-Based Care in Latin America

+14 Years of underwriting experience



~ 3.2 million lives protected



Accurate risk pricing



MLR control and predictable margins

Integrated network & research engine



Regional platform focused on high-acuity care



+104 active clinical trials



End-to-end patient journey

Predictable margins & scalable growth



Recurring revenues with lower public-sector DSO exposure



Limited CAPEX needed



Lower CAC and higher patient lifetime value

Together, these capabilities position Auna to become the leading Value-Based Care platform in Latin America

alena

Transforming Healthcare in Latin America

AUNA
LISTED
NYSE

auna



**Digital Strategy:
Scaling the
AunaWay through
Digital, Data and AI**

Rayet Harb
EVP of Operations

**Auna
2026
Investor
Day**

October 22, 2026

Digital extends the AunaWay across the network, improving access, care and operating performance

Core pillar



Embedded in how the
AunaWay operates and
scales

Regional platform



Built once and deployed
across markets

Business impact



Drives growth, efficiency
and better care

Digital creates value through growth, efficiency, and patient outcomes

1. Growth

Sustainable growth & access

-  Owned channels & regional CRM
-  More patients, lower acquisition cost

Leads originated by digital channels

2. Efficiency

Integrated operational strategy

-  Digital revenue cycle & automation
-  Lower cost to serve, same clinical standards

Revenue cycle days

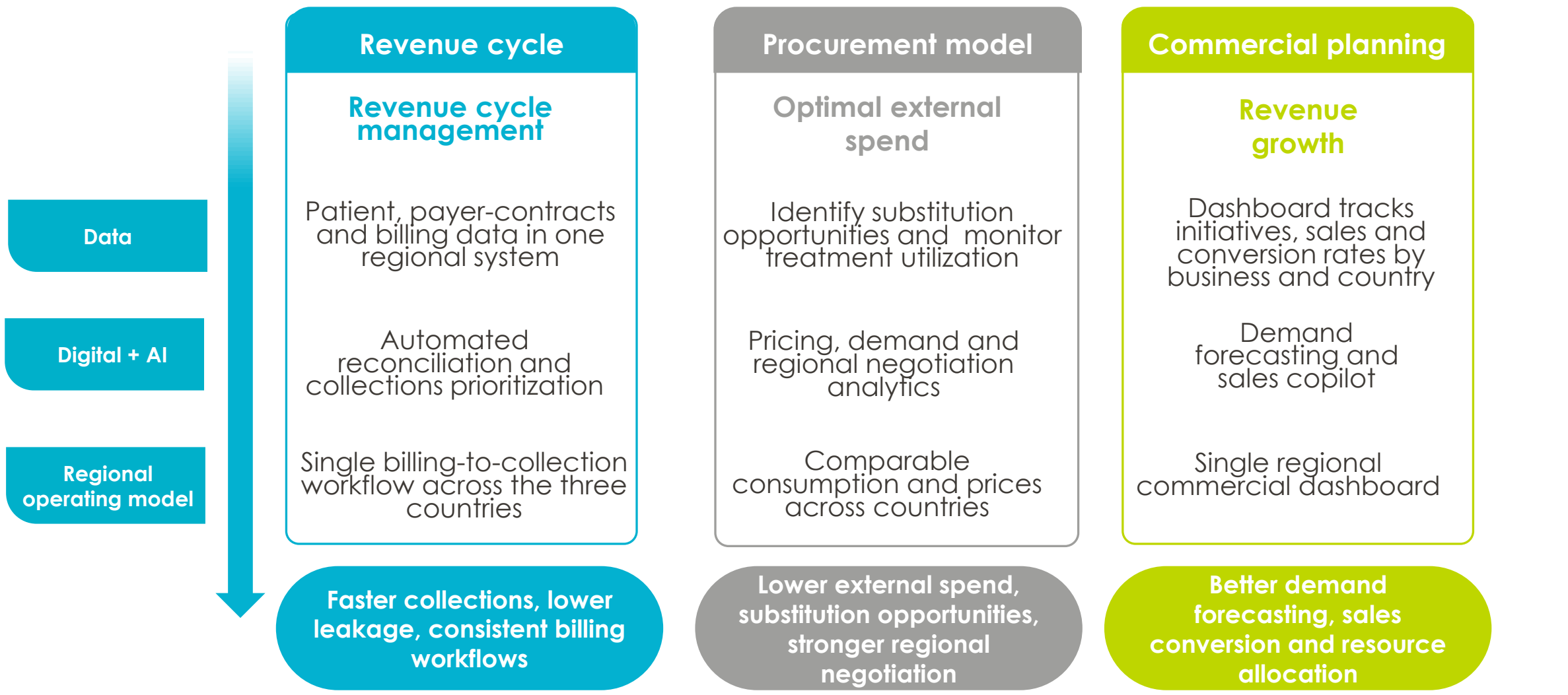
3. Patient outcomes

Clinical excellence

-  Omnichannel self-service
-  Ongoing engagement supports treatment continuity

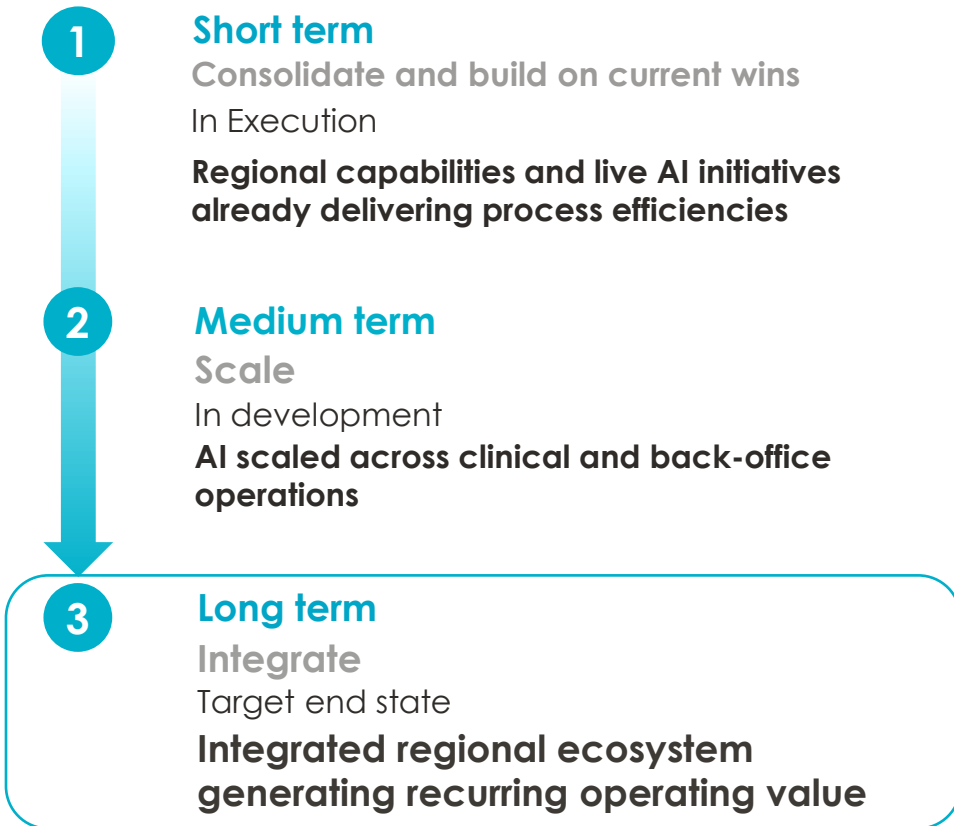
NPS¹: 88 - Healthcare services
80 - Healthcare plans

Regional data and AI capabilities turn network scale into operating value



Auna is building a regional digital platform in three stages

Path to an integrated regional ecosystem:



Shared enablers



Unified master data
Consistent information across the region



Scalable platform
Scalable regional model

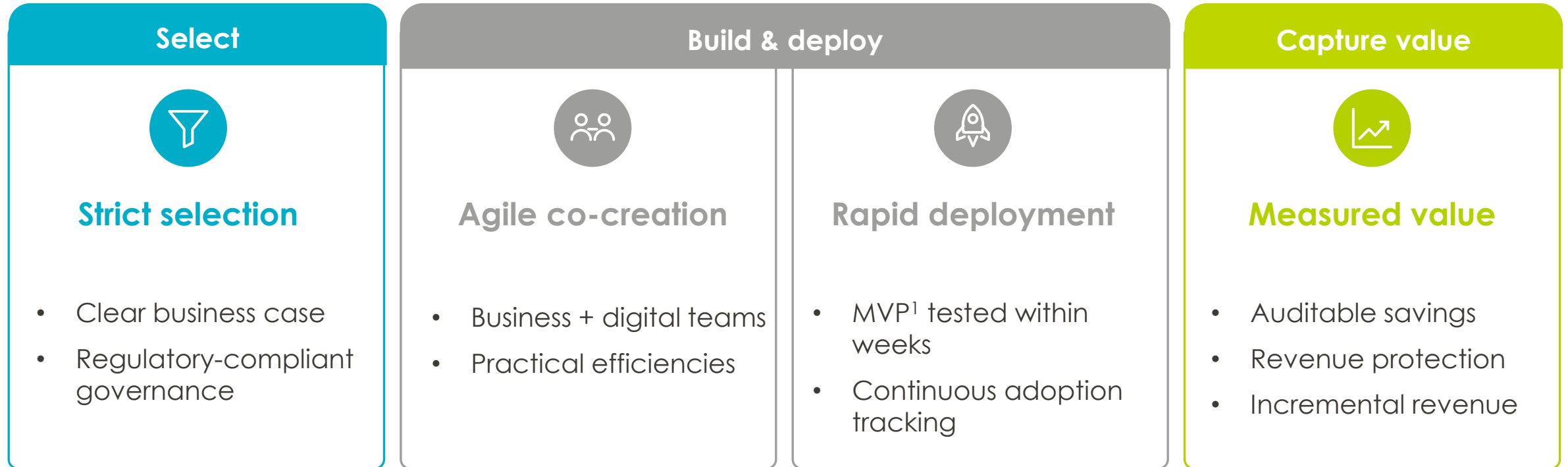


Artificial intelligence
AI embedded in clinical and operational workflows



Talent & governance
Culture and accountability

A disciplined AI operating model links use cases to measurable value



The business units own the adoption and value capture

AI use cases are already being deployed across Auna's three markets



Regional deployment

AI initiatives deployed across three countries under local regulatory requirements



In-house capabilities

Built with the business; vendors used selectively to accelerate



Measurable return

Focus on verifiable savings and revenue protection

Foundational use cases driving cross-border synergies



Clinical efficiency

In execution

Voice to structured post-surgical note



Billing accuracy

In pilot

Images and text into structured data



Patient retention

In MVP

Smart scheduling and personalized reminders



Revenue cycle

In development

Validates record completeness within 24 hours



Revenue protection

In development

Risk scoring for sales and admissions

AI reduces clinical documentation time and improves billing readiness in Mexico

How it works

-  1 The surgeon dictates the note immediately after surgery
-  2 AI structures the note in a standardized clinical format
-  3 Coding is generated automatically, with no manual input required
-  4 Billing-ready output, with the structured note and coding completed



80-85%

Less time writing notes



48h → 5min

time-to-document standard



60%

fewer delays in the clinical record

Faster documentation supports physician productivity, coding and billing efficiency

Digital investment is disciplined and accountable to measurable P&L impact

-  **Focused investment on measurable value**, prioritizing initiatives that deliver tangible savings or incremental revenues
-  **Business cases and KPIs underpin every initiative**, defining expected value upfront and tracking execution through adoption and efficiency metrics
-  **Continuously reprioritize the portfolio**, scale what works and redirect what does not



alena

Transforming Healthcare in Latin America

AUNA
LISTED
NYSE

auna

A photograph of two surgeons in an operating room. The surgeon on the left is a woman wearing a pink hairnet and a white surgical mask. The surgeon on the right is wearing a blue hairnet, a blue surgical mask, and a head-mounted magnifying device. They are both focused on a surgical procedure. The background shows a large, circular surgical light.

**Financial Strategy:
Profitable Growth
and Cash
Generation**

Gisele Remy
CFO and EVP of Finance

**Auna
2026
Investor
Day**

October 22, 2026

Six financial priorities anchor our path to disciplined, profitable growth

Revenue



9% FXN^{1,2}

Revenue Growth YTD 2Q26

Organic growth across Peru, Colombia and Mexico

Adj. EBITDA growth



20%

Long-term annual target

Organic + inorganic growth

Cash generation



95%

OCF / Adj. EBITDA LTM² 2Q26

Higher conversion and active working capital management

Deleveraging



3.6x

Net debt / Adj. EBITDA LTM² 2Q26

Below 3.0x in the medium term

CapEx



4%

Target CapEx / Revenue

Mostly maintenance; growth into installed capacity

ROIC



20%

ROIC Target

Accretive new investments and active management of existing operations

Capital allocation discipline to drive profitable growth



Consistent with our path deleveraging below 3.0x



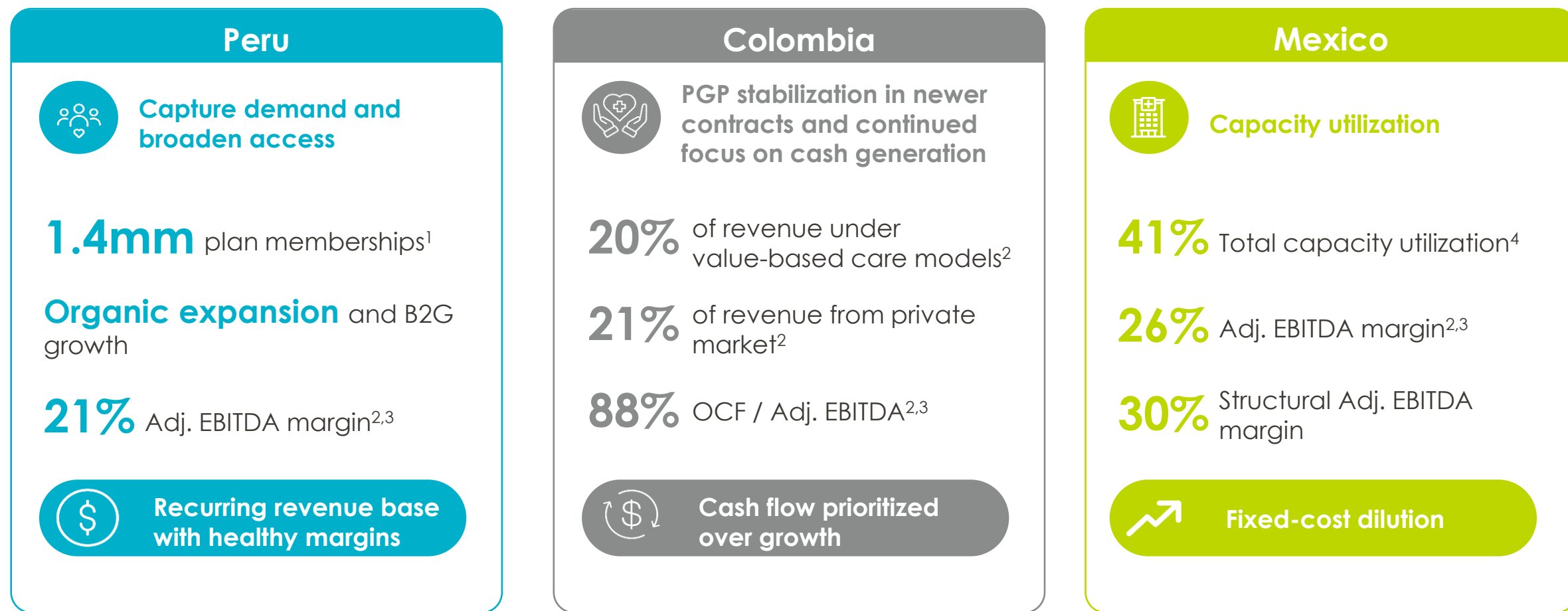
Utilization first: grow into installed capacity



Investing only in accretive, regularly reprioritized projects

Notes: 1. As reported, YTD 2Q26 revenue increased 13% YoY to \$/ 2,416 million. 2. Adjusted EBITDA, Adjusted EBITDA Margin, Free Cash Flow, Leverage Ratio, Cash Conversion Cycle and FX Neutral ("FXN") are non-IFRS financial measures. For a description and a reconciliation of these non-IFRS financial measures to the corresponding nearest IFRS measure, please see the exhibit to this presentation.

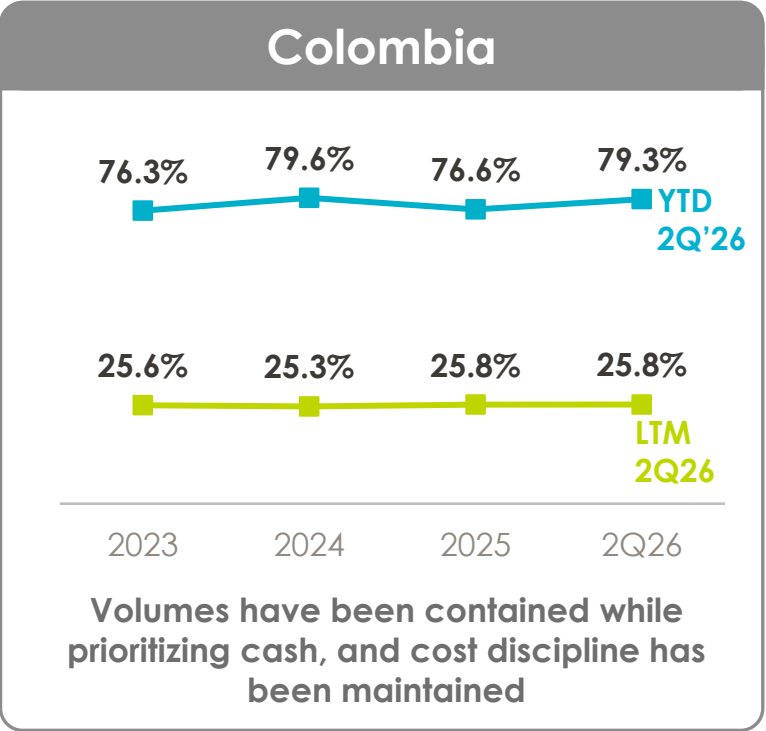
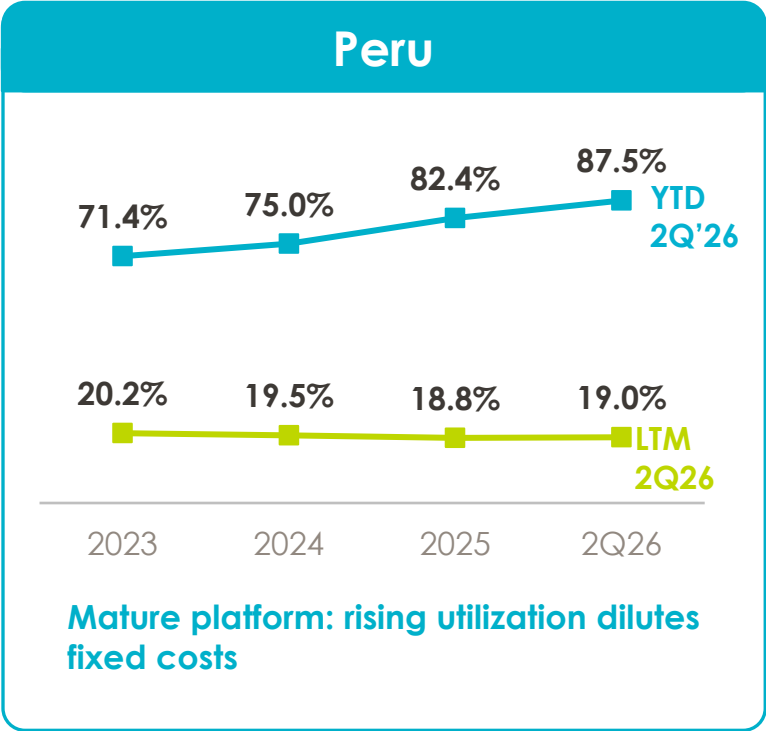
Each country strategy is translating into a higher-quality, resilient earnings base, with different levels of maturity



Notes: 1. As of 3Q26. 2. As of LTM 2Q26. 3. Adjusted EBITDA, Adjusted EBITDA Margin, Free Cash Flow, Leverage Ratio, Cash Conversion Cycle and FX Neutral ("FNX") are non-IFRS financial measures. For a description and a reconciliation of these non-IFRS financial measures to the corresponding nearest IFRS measure, please see the exhibit to this presentation. 4. As of 3Q26 (quarterly figure).

Utilization and scale help us absorb cost pressures

■ Total capacity utilization (%)¹ ■ Fixed costs / revenue (%)²



Capacity utilization

Higher occupancy mitigates inflationary pressures and dilutes fixed costs

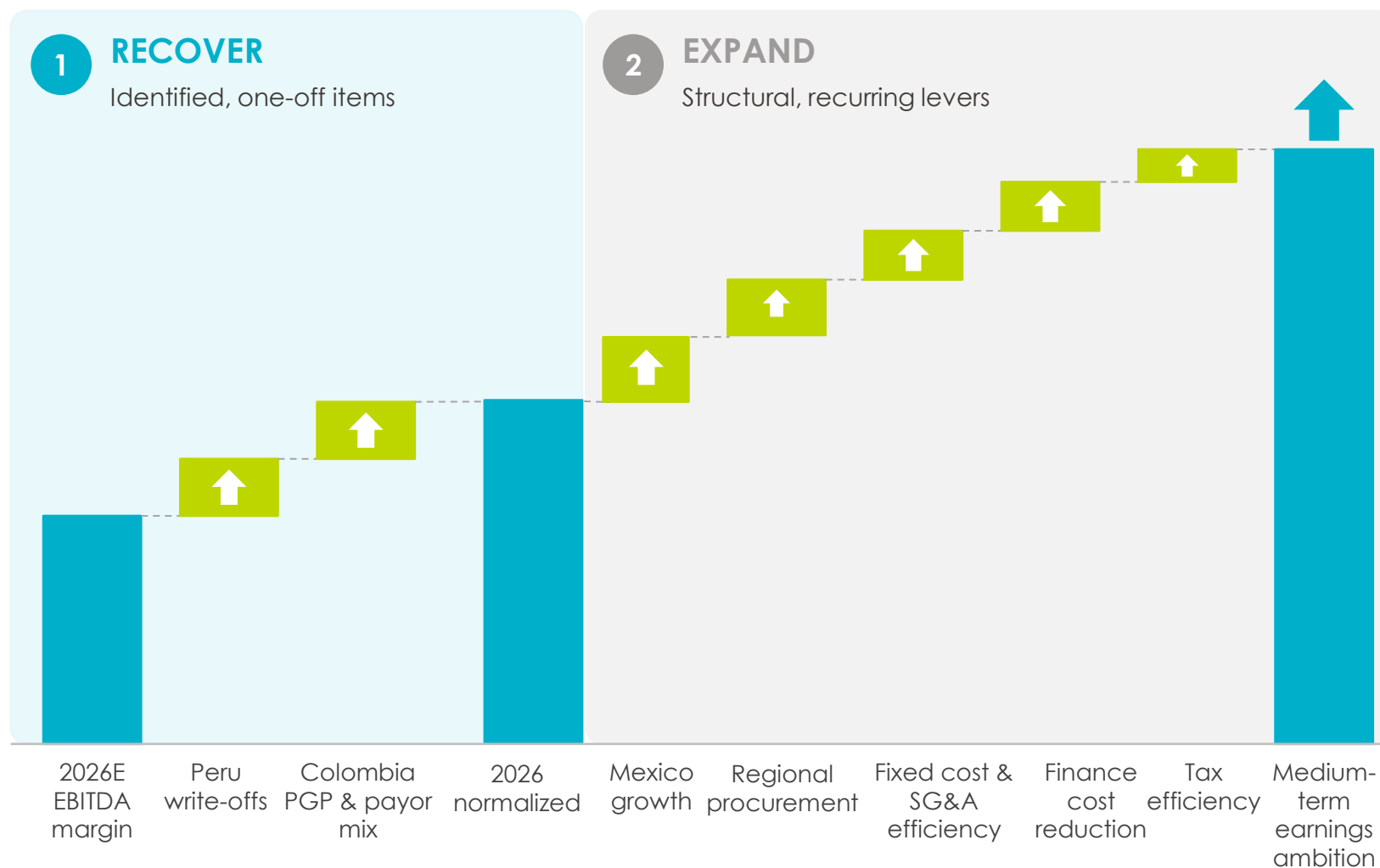


Centralized procurement

Purchasing scale across the platform drives a more cost-efficient model

Notes: 1. Total capacity utilization for 2023–2025 reflects full-year figures. 2. As of LTM 2Q26.

Our medium-term earnings ambition rests on levers largely within our control



How we get there



Sustained growth

Driven by execution



Margin expansion

Recover 2026 one-offs, then expand



Cash flow

Strong cash conversion funding deleveraging, as well as lower finance costs and tax efficiencies

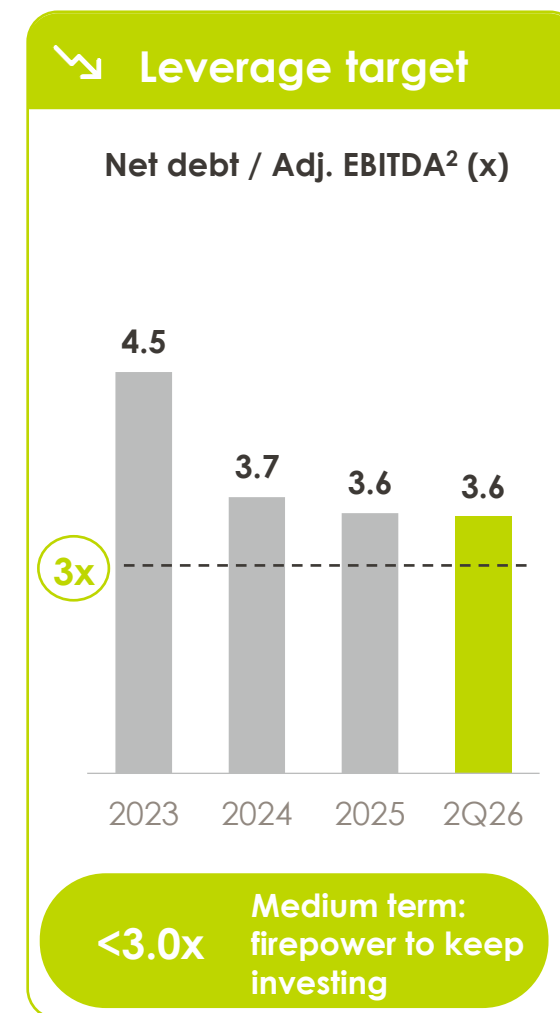
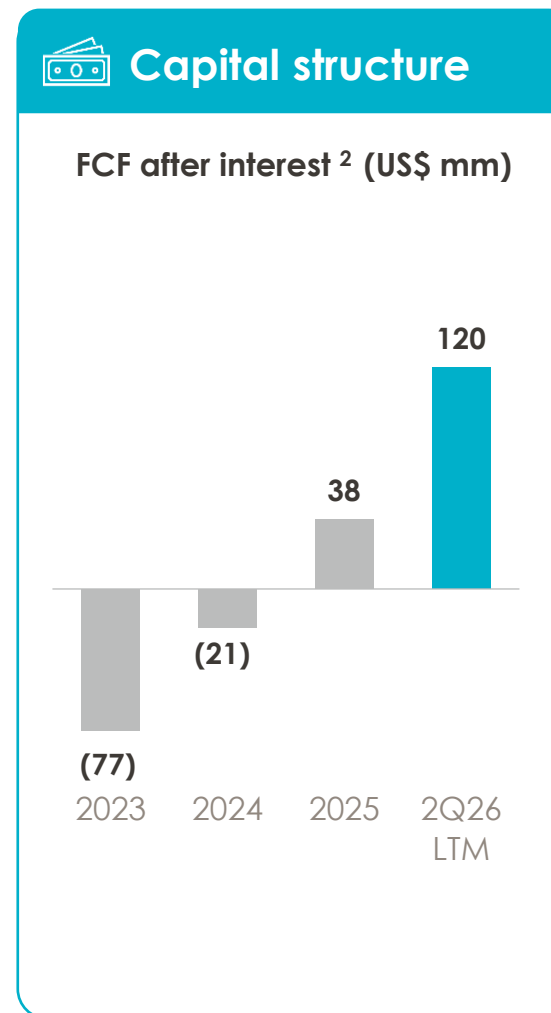
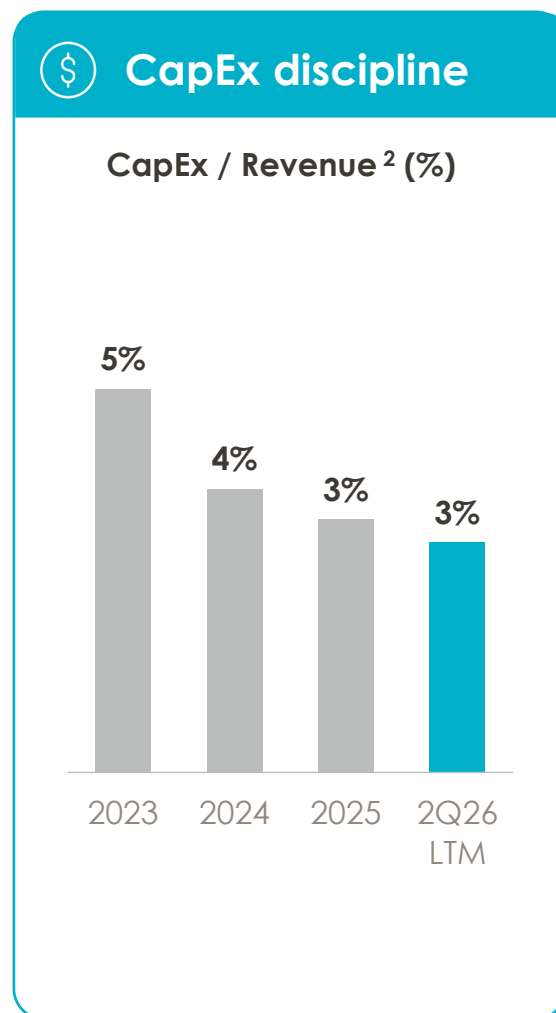
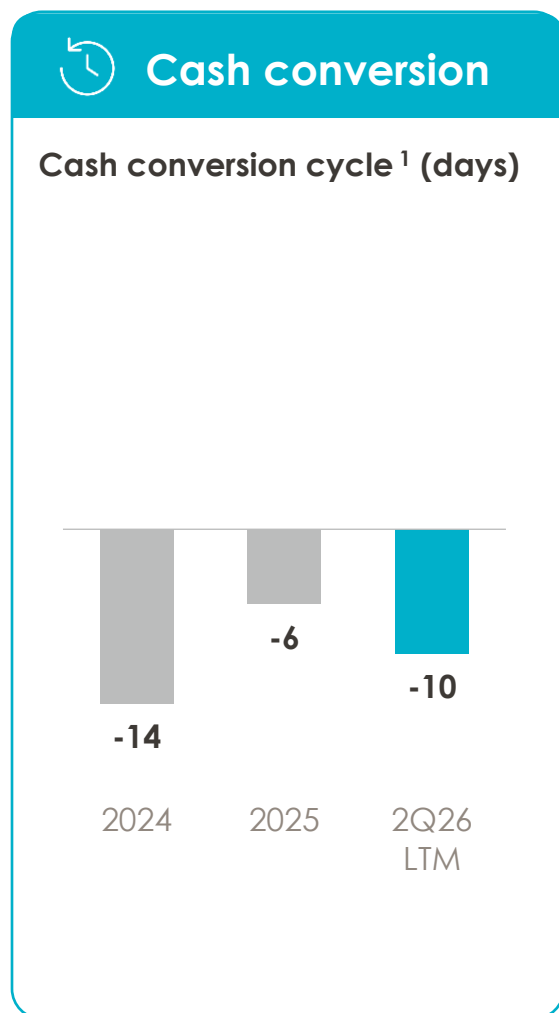


Maximize returns

Maximize returns on the existing base; accretive returns on new investments

Notes: 1. Illustrative; not drawn to scale. Does not represent a forecast or guidance.

Strong cash conversion, CapEx discipline and tax efficiency drive our path below 3.0x



Notes: 1. Adjusted EBITDA, Adjusted EBITDA Margin, Free Cash Flow, Leverage Ratio, Cash Conversion Cycle and FX Neutral ("FNX") are non-IFRS financial measures. For a description and a reconciliation of these non-IFRS financial measures to the corresponding nearest IFRS measure, please see the exhibit to this presentation.
2. 2023–2025 reflect full-year figures; 2Q26 reflects LTM.

Solid operating growth continues to be reflected in operating KPIs

Auna consolidated Key performance metrics 3Q26 vs. 3Q25



▲ 8%

101k

Emergency treatments



▲ 12%

24k

Surgeries



▲ 6%

144k

Days hospitalized



▲ 3.1 p.p.

69.5%

Total capacity utilization¹



▲ 7%

55k

Chemotherapy & radiotherapy sessions



▲ 3%

1.4mm

Plan memberships²

Notes: 1. Total capacity utilization reflects 3Q26 (quarterly figure). 2. As of quarter-end 3Q26.

2026 Financial Guidance

Revenues

- Consistent with recently disclosed KPIs and favorable trends, the Company expects full-year revenue to remain aligned with its previously communicated guidance range.

CapEx and Leverage

- Capital expenditure remains within the previously communicated guidance range, while cash flow and leverage continue to evolve favorably.

EBITDA

- While full-year adjusted EBITDA, excluding one-time effects primarily related to payor billing penalties associated with reconciliations of prior years' receivables, was previously expected at the lower end of the 10-14% FXN guidance range, subsequent downward pressure from a contract in Colombia is leading to weaker full-year performance leading to a broadly stable year over year growth.

The Company is completing its review of full-year implications and will provide additional details during its upcoming earnings call

Addressing 2026 headwinds head-on to position Auna for 2027 growth

- 📉 **Recovering from one-offs** and expanding margins through rising utilization and structural efficiency levers.
- 🌐 **Focus on country specific capabilities** to support consolidated earnings growth.
- 🎯 **Executing disciplined capital allocation** focused on growth, cash generation and accretive returns.
- 🔄 **Increasing EBITDA coupled with high cash conversion** to accelerate our path to leverage below 3.0x.



alena

Transforming Healthcare in Latin America

AUNA
LISTED
NYSE

auna

A photograph of two surgeons in an operating room. The surgeon on the left is a woman wearing a pink hairnet and a white surgical mask. The surgeon on the right is wearing a blue hairnet, a blue surgical mask, and a head-mounted display. They are both focused on a surgical procedure. A large, circular surgical light is visible in the background.

Q&A Session with Auna Leadership Team

Suso Zamora, Executive Chairman & President
Gisele Remy, CFO and EVP of Finance
Lorenzo Massart, EVP of Strategy & ECM
Rayet Harb, EVP of Operations
Vicente Checa, Peru Healthcare Network

Auna 2026 Investor Day

October 22, 2026

alena

Transforming Healthcare in Latin America

AUNA
LISTED
NYSE

auna

A photograph of two surgeons in an operating room. The surgeon on the left is a woman with dark hair, wearing a white surgical cap and mask. The surgeon on the right is wearing a blue surgical cap and mask, and is using a surgical microscope. They are both wearing white gloves and are focused on a surgical procedure. The background is a blurred operating room with a large circular light fixture.

Closing Remarks:
Our Path Forward

Suso Zamora
Executive Chairman &
President

Auna
2026
Investor
Day

October 22, 2026

Transforming healthcare in Latin America

Our structural thesis



Peru

Proven
blueprint



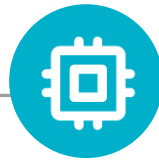
Colombia

PGP
stabilization



Mexico

Path to
scale



Digital, data & AI

AunaWay
at scale



Trecca

Public
partnership



VBC

Better
Outcomes



Financials

Shareholder
value

The need



Structural gap

Our answer



Integrated platform

What's next



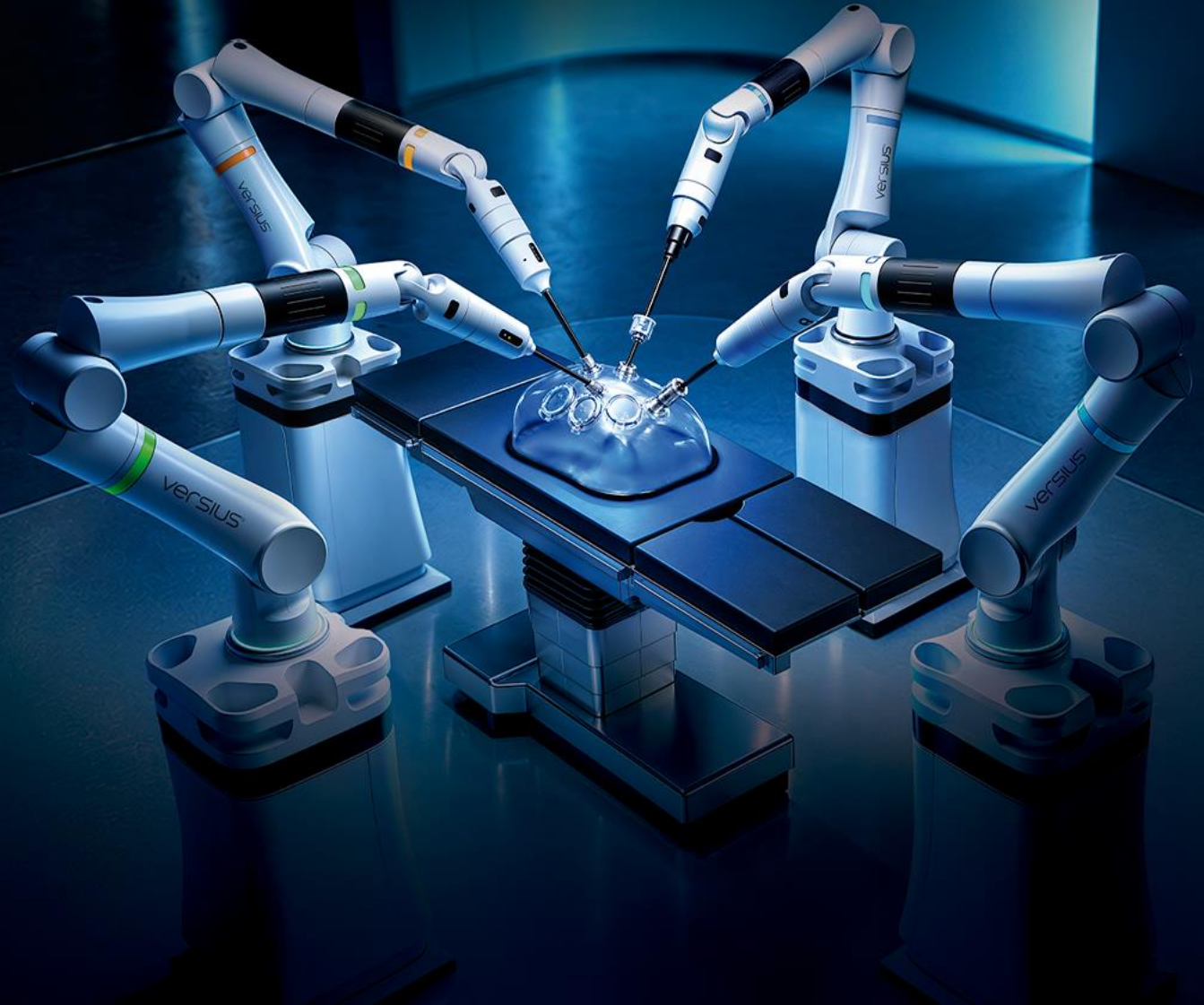
Scale and consolidate

Scale and superior clinical outcomes drive sustainable, long-term profitability

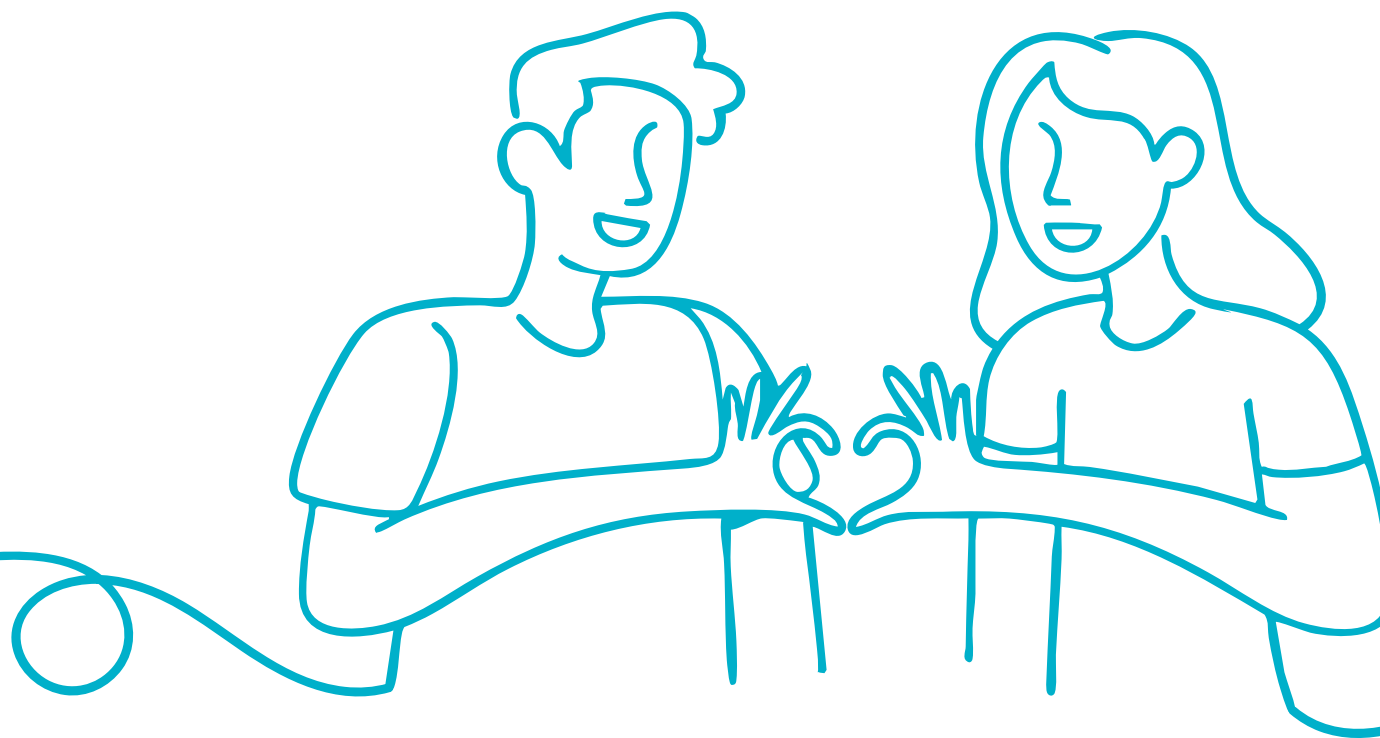
AUNA
LISTED
NYSE

auna

Auna 2026 Investor Day



Appendix



Non-IFRS reconciliations

FX Neutral: FX Neutral ("FXN") measures are prepared and presented to eliminate the effect of foreign exchange, or "FX," volatility between the comparison periods, allowing management and investors to evaluate financial performance despite variations in foreign currency exchange rates, which may not be indicative of core operating results and business outlook.

FX Neutral measures are presented because management believes that these non-IFRS financial measures can provide useful information to investors, securities analysts and the public in their review of operating and financial performance, although they are not calculated in accordance with IFRS or any other generally accepted accounting principles and should not be considered as a measure of performance in isolation. The FX Neutral measures were calculated to present what such measures in preceding periods would have been had exchange rates remained stable from these preceding periods until the date of the Company's most recent financial information.

The FX Neutral measures for the six months ended June 30, 2025 were calculated by multiplying the as reported amounts of Revenue for such period by the average Mexican pesos / Peruvian soles exchange rate for the six months ended June 30, 2025 (MXN 5.4233 to PEN 1.00) and the average Colombian pesos / Peruvian soles exchange rate for the six months ended June 30, 2025 (COP 1,138.3402 to PEN 1.00); then using such results to re-translate the corresponding amounts back to Peruvian soles by dividing them by the average Mexican pesos / Peruvian soles and Colombian pesos / Peruvian soles exchange rate for the six months ended June 30, 2026 (MXN 5.1223 to PEN 1.00 / COP 1,069.6396 to PEN 1.00), so as to present what certain of statement of profit and loss amounts and key business metrics would have been had exchange rates remained stable from this past period until the six months ended June 30, 2026.

Non-IFRS reconciliations

Operating Cash Flow / EBITDA LTM (US\$ mm)

	2Q26 LTM
Net Cash from Operating Activities	250
Profit (Loss) before Tax	24
(+) Net Finance Cost	163
(+) Depreciation and Amortization	67
(=) EBITDA LTM	254
(+) Adjustments	9
(=) Adj. EBITDA LTM	263
OCF / Adj.EBITDA LTM	95%

Note: 1. Figures are based on an exchange rate of S/3.4100 per US\$1.00

Non-IFRS reconciliations

Net Debt to Adj. EBITDA LTM

(US\$ mm)

	2Q'26	FY 25	FY 24	FY 23
Current and non-current loans & borrowings	1,058	1,036	1,062	1,103
Current and non-current lease liabilities	36	36	43	46
Cash and cash equivalents	140	98	69	71
(=) Net Debt	954	974	1,036	1,079
Adjusted EBITDA LTM	263	269	291	242
Leverage Ratio	3.6	3.6	3.6	4.5

Note: 1. Figures are based on an exchange rate of S/3.4100 per US\$1.00

Non-IFRS reconciliations

Adjusted EBITDA LTM Reconciliation

(US\$ mm)

	Healthcare Services Peru & OncoSalud	Healthcare Services Mexico
External Revenues	583	323
Profit (Loss) before Tax	78	(17)
(+) Net Finance Cost	13	72
(+) Depreciation and Amortization	25	26
(=) Segment EBITDA	116	81
(+) Adjustments	7.5	3.0
Pre-operating expenses	0.0	0.0
Business development expenses	2.8	0.4
Change in fair value of earn-out liabilities	0.0	0.0
Stock-based consideration	0.3	2.1
Personnel non-recurring compensation	0.8	0.4
Change in fair value of investment properties	4	0
(=) Segment Adjusted EBITDA	123	84
Adjusted EBITDA Margin	21.1%	26.0%

Note: 1. Figures are based on an exchange rate of S/3.4100 per US\$1.00

Non-IFRS reconciliations

Healthcare Services Colombia: OCF / Adj. EBITDA LTM (US\$ mm)

	2Q26 LTM
Net Cash from Operating Activities	52
Profit (Loss) before Tax	37
(+) Net Finance Cost	8
(+) Depreciation and Amortization	13
(=) EBITDA LTM	58
(+) Adjustments	1
(=) Adj. EBITDA LTM	60
OCF / Adj. EBITDA LTM	88%

Note: 1. Figures are based on an exchange rate of S/3.4100 per US\$1.00

Non-IFRS reconciliations

Cash Conversion Cycle

(Days)

	LTM Jun-26	LTM Dic-25	LTM Dic-24
Days Sales Outstanding	89	91	84
Days Inventory Outstanding	41	42	39
Days Payable Outstanding	141	140	137
Cash Conversion Cycle	-10	-6	-14

*Measured on an average basis according to last twelve months results.

Non-IFRS reconciliations

Free Cash Flow after interest (US\$ mm)

	LTM 2Q'26	FY 25	FY 24	FY 23
Cash from Operating Activities	297	251	247	200
(-) <i>Income tax</i>	51	61	57	34
(+) <i>Interest received</i>	4	4	6	5
Net Cash from Operating Activities	250	194	196	171
Net Cash used in Investing Activities	-4	-24	-69	-51
(=) Free Cash Flow	246	171	127	120
(-) <i>Interest Paid</i>	127	133	147	197
Free Cash Flow after interest	120	38	-21	-77

Note: 1. Figures are based on an exchange rate of S/3.4100 per US\$1.00