

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

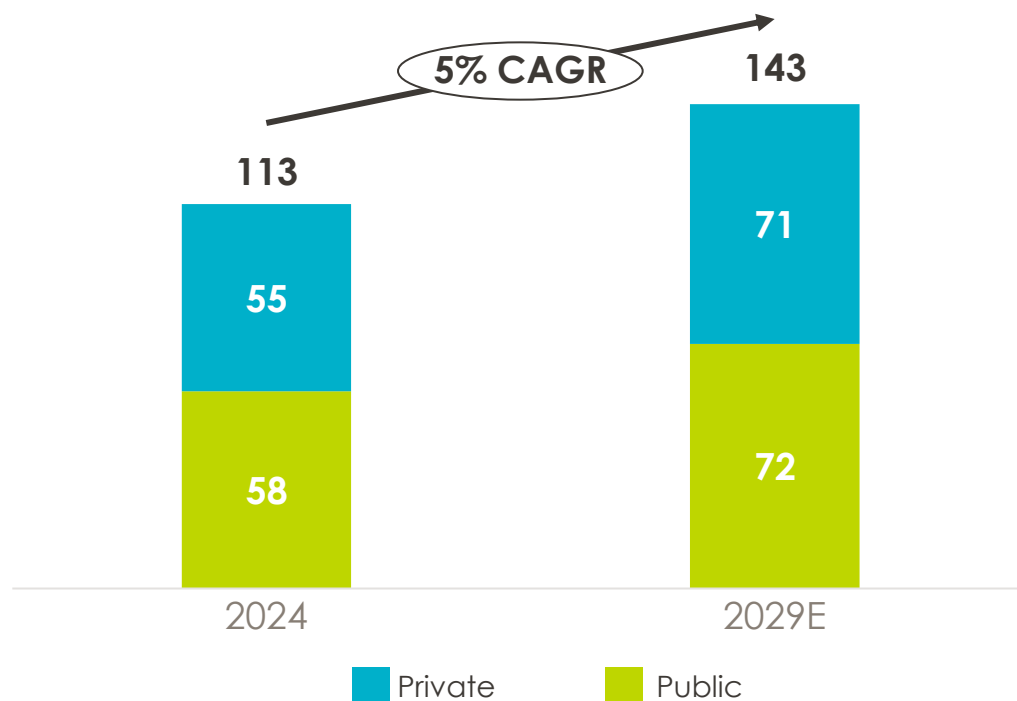
**Auna
2026
Investor
Day**

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%

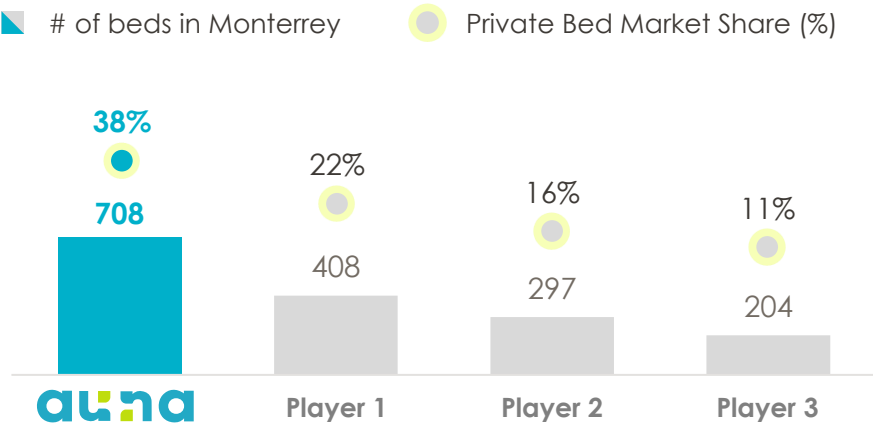
Outpatient Visits

~24k, +1%

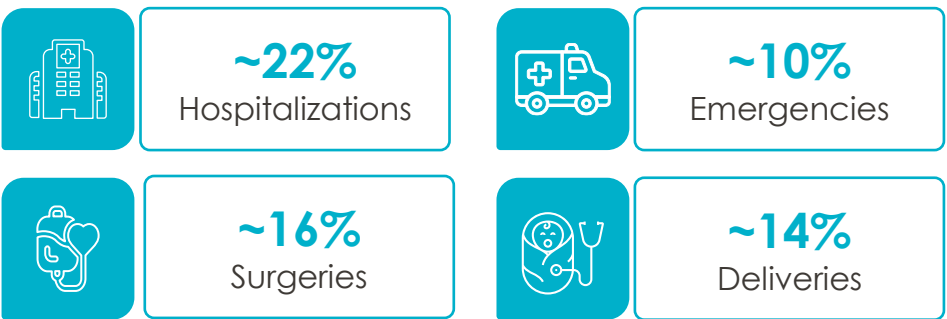
Emergency Treatments

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

Positioning¹



Market share in State of Nuevo León²



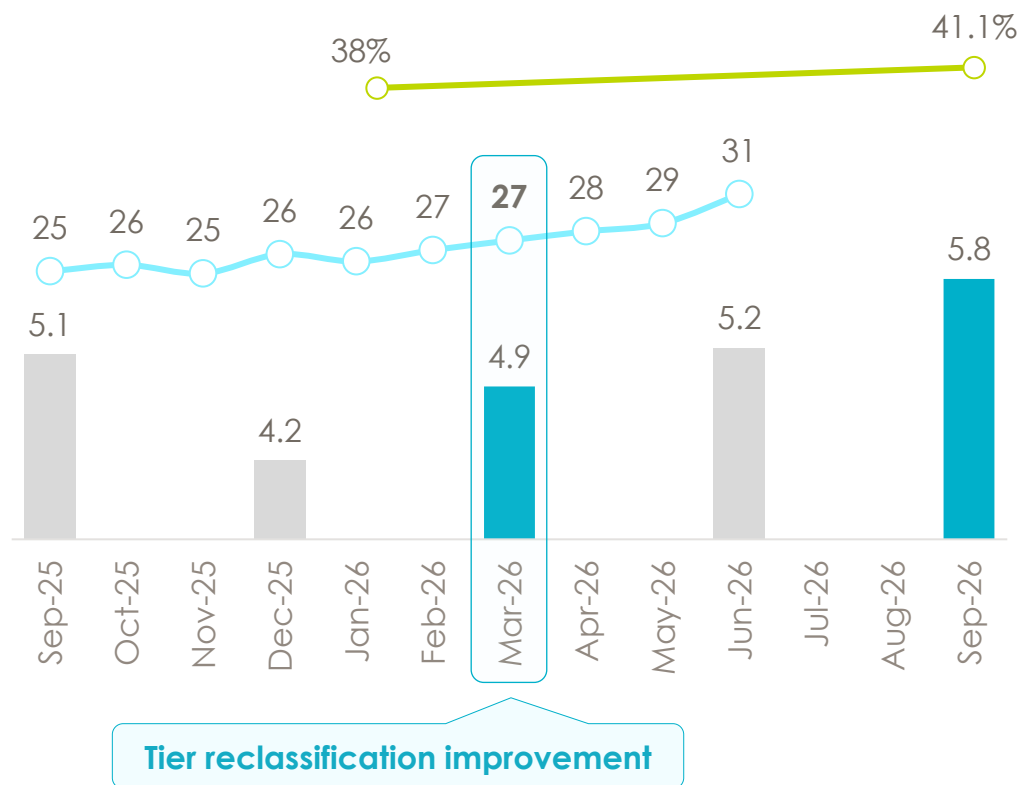
Sources: INEGI, ESEP

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



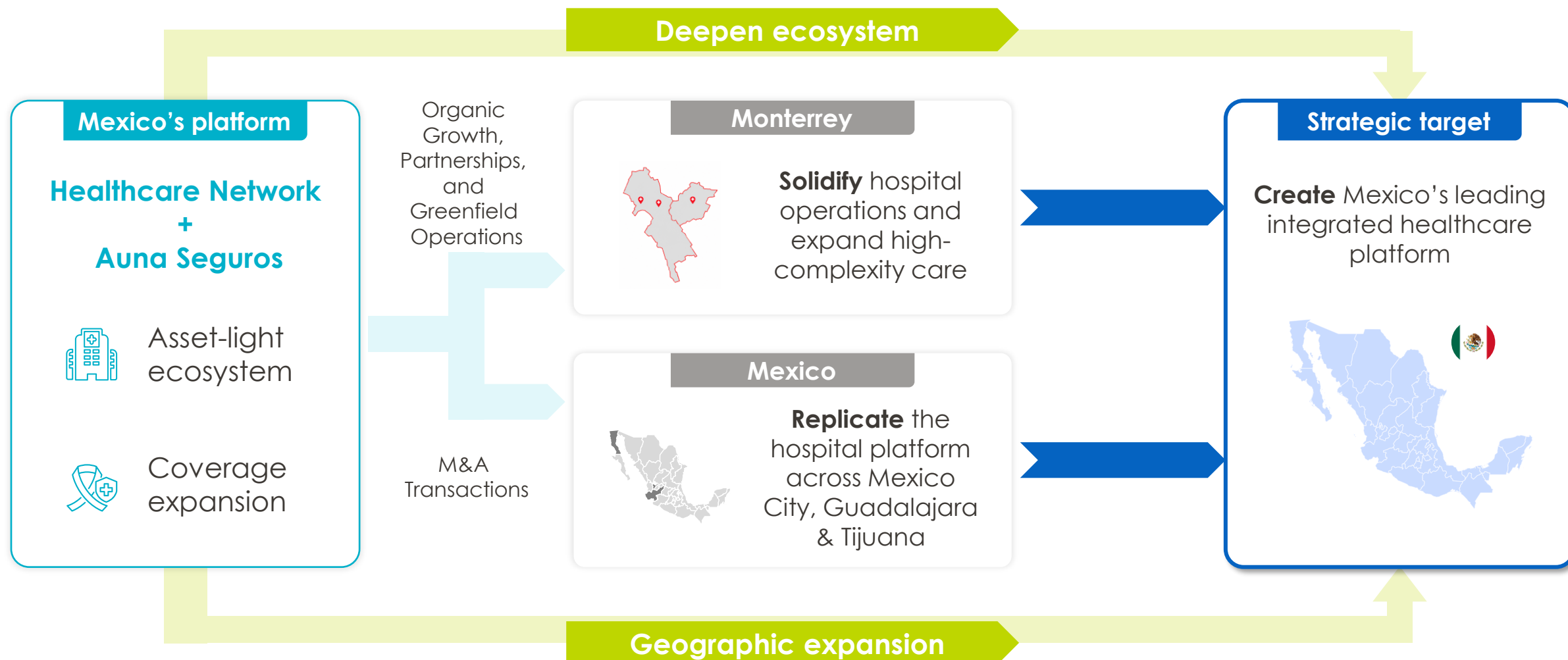
Growth through B2G partnerships



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



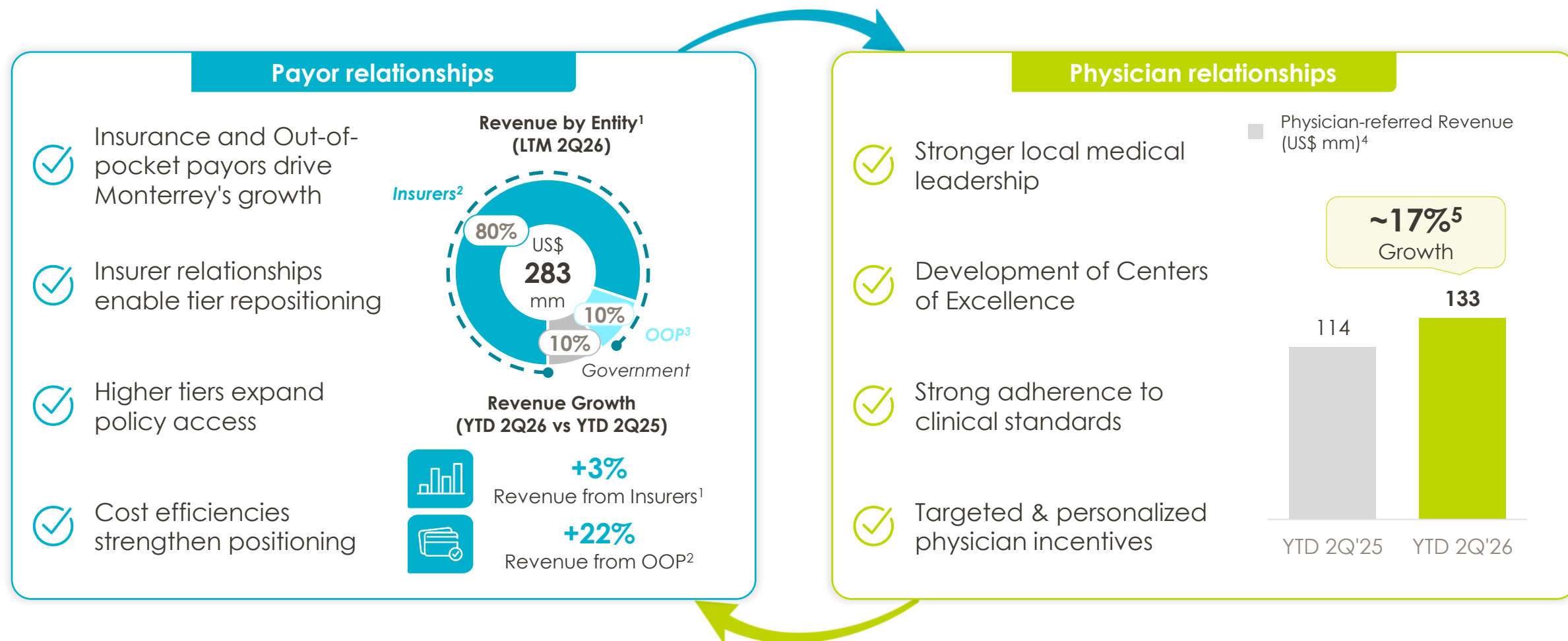
~27% of Auna's services mix, vs. ~20% for the market⁴



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's partners & pipeline
cover 70% of Mexico's
population

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