

Transforming Healthcare in Latin America

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Our Path Forward:

**Auna's Regional
Growth Strategy**

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Executive Chairman &
President

**Auna
2026
Investor
Day**

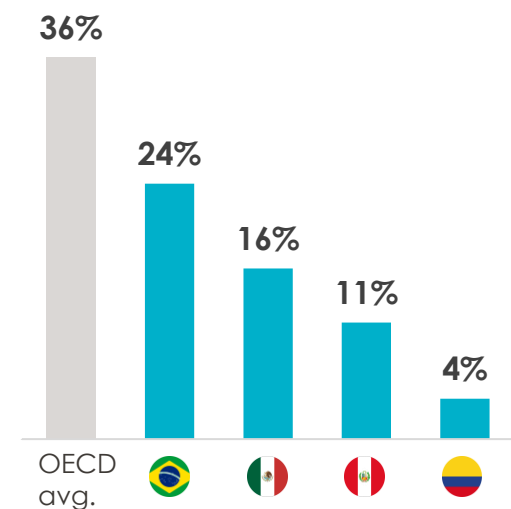
October 22, 2026

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

The problems we solve

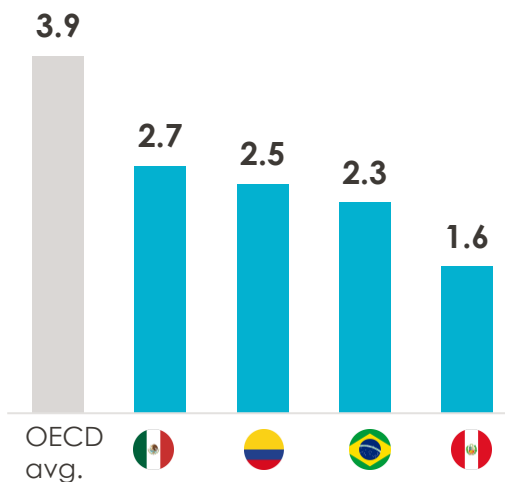
Private coverage gap¹

(% of population with voluntary private health coverage)



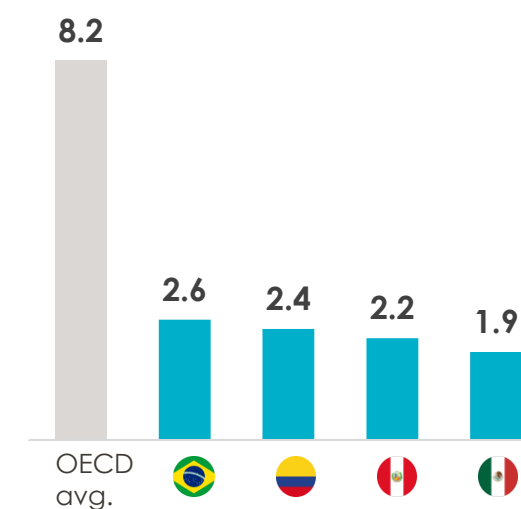
Capacity gap²

(Doctors per 1,000 inhabitants)



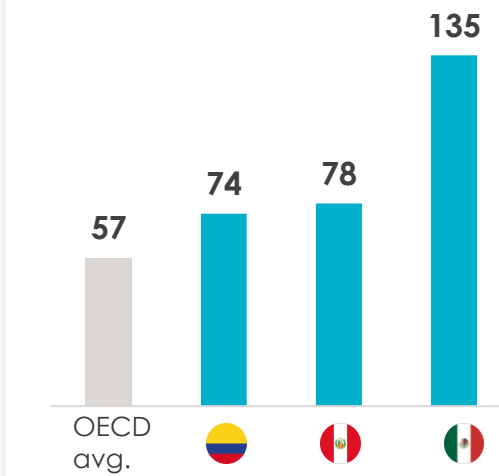
High-complexity gap³

(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

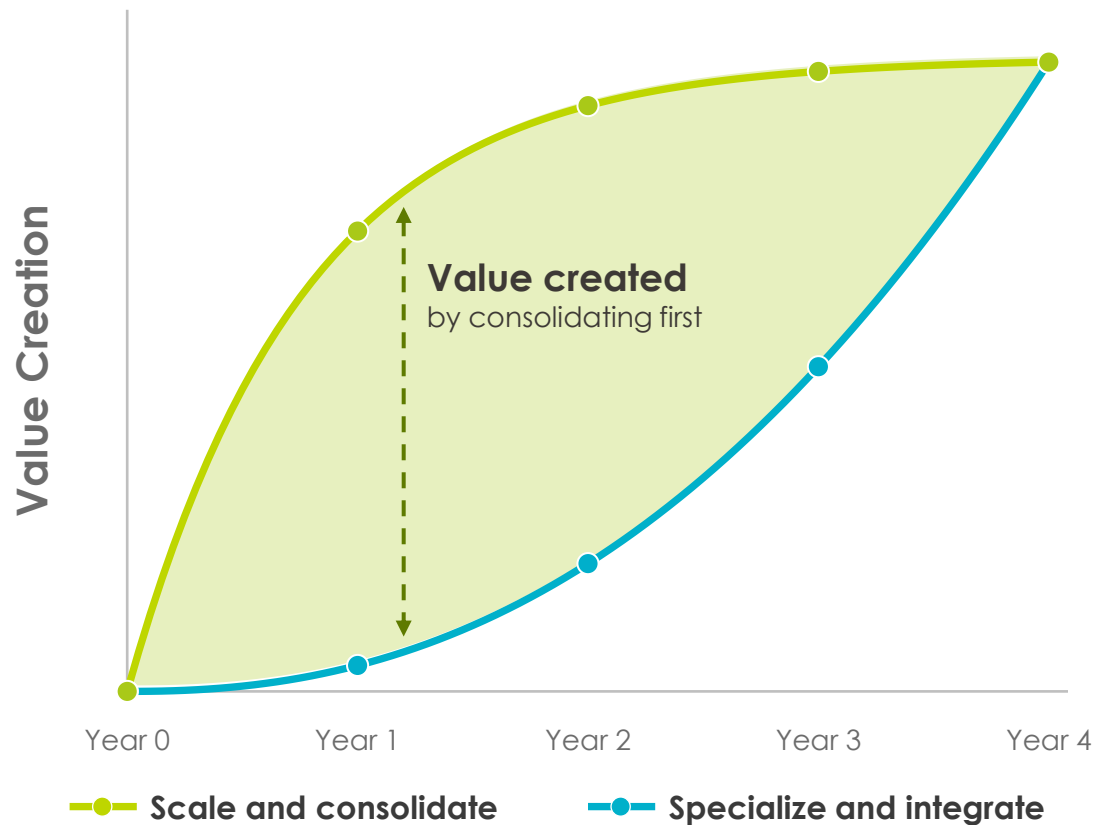
 **Biggest growth potential in the region**

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

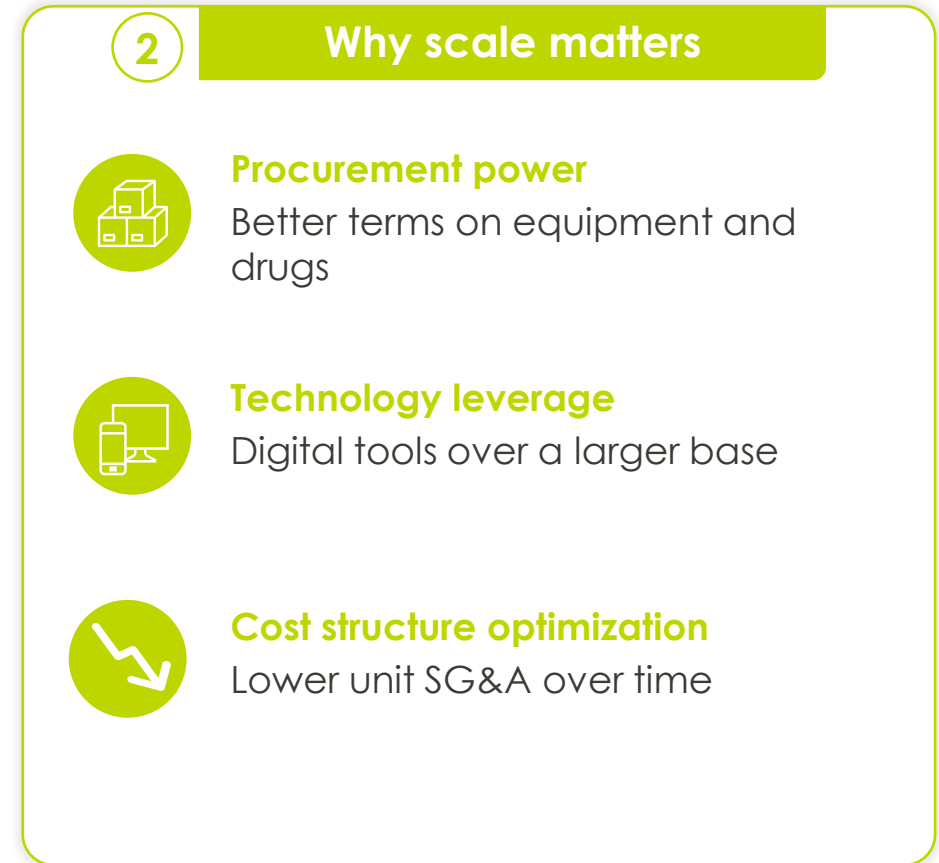
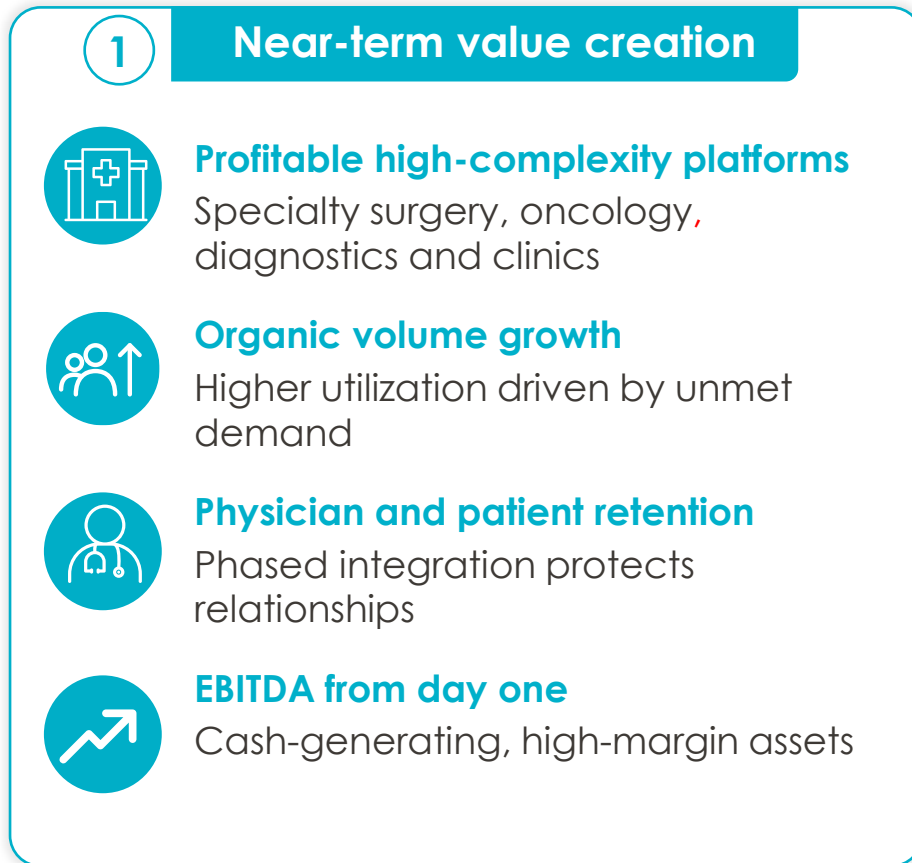


Avoid early cost drag

Cost before revenue

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

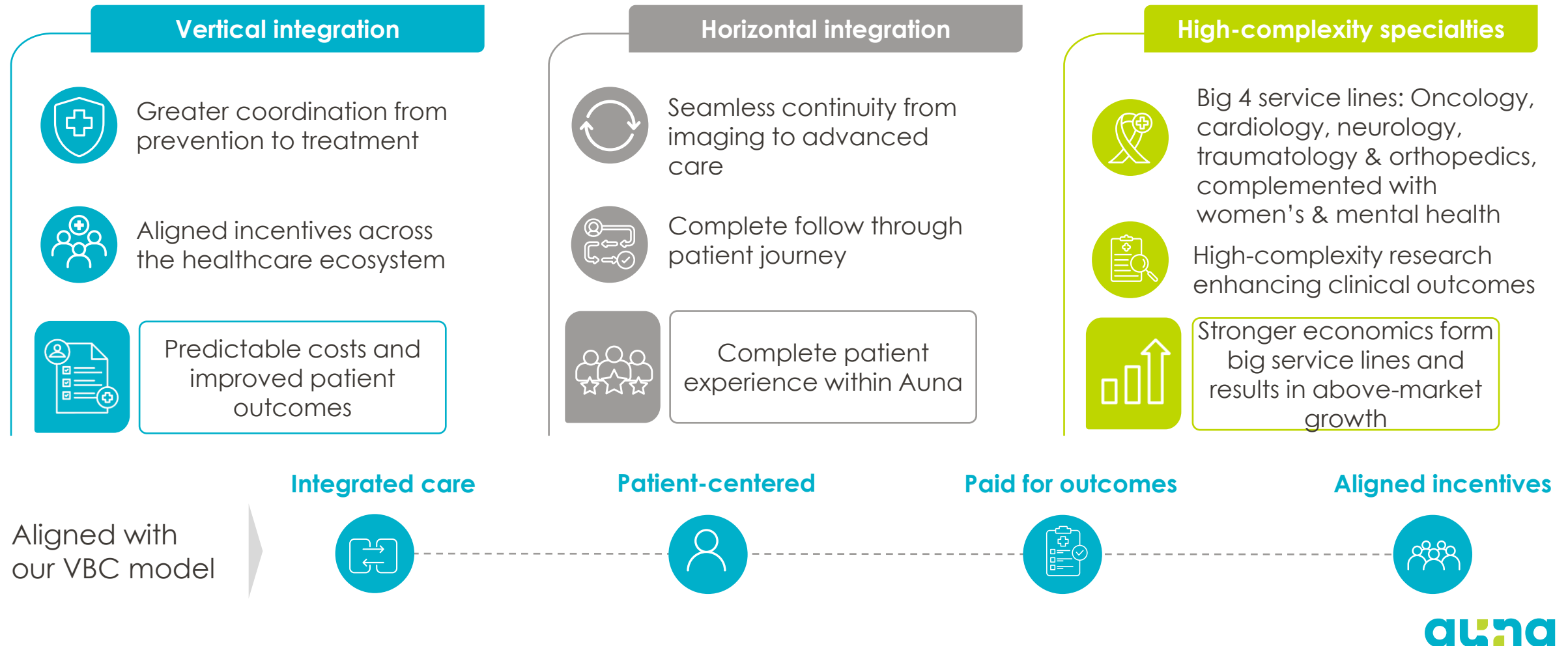
Stage 1: Scale that becomes our moat



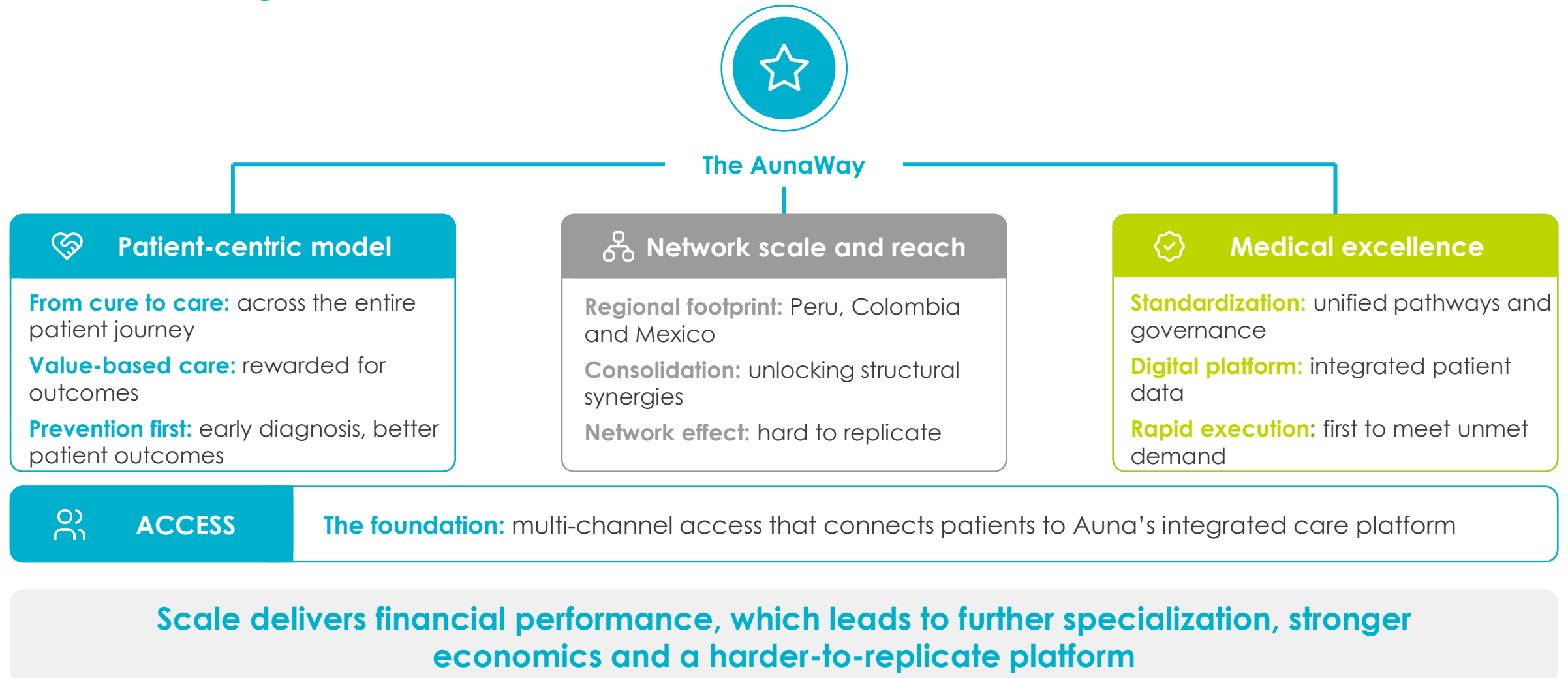
Near-term earnings accretion builds the scale and cash flow required for deeper integration

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



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