## Colombia: Scaling Within the Universal System

**Pablo Cervera –** *Colombia Healthcare Network, Auna*

Good morning, everyone. Today, I will show you how we are scaling our healthcare business efficiently within the context of a universal healthcare coverage system. I will guide you through our differentiated capabilities in value-based care models, and the capital-efficient growth opportunities that lie ahead of us.
Auna has facilities in key regions such as Barranquilla, Montería, and Medellin, managing a significant volume of services and a hospital utilization rate of 79%. The strength of our platform relies on four pillars:

First, a high-complexity network of clinics with capabilities in oncology, cardiovascular care, neurosciences, and traumatology & orthopedics.

Second, our value-based care model that puts the patient at the center, delivering better medical outcomes.

Third, education, research, and innovation capabilities in oncology, which position us as a preferred partner for medical talent and the pharmaceutical and scientific community. And fourth, the potential for private-sector growth, thanks to greater exposure to patients under this scheme.

Let's start with the opportunity in Colombia's healthcare market.

Unlike Peru and Mexico, approximately 98% of the population is covered by contributory and subsidized schemes. This represents nearly 53 million covered lives, of which Auna covers 3.2 million within value-based care models.

Demand for our services in Colombia is driven by the growing incidence of cardiovascular diseases and cancer, with cancer cases increasing by 2.2x between 2019 and 2024. Another factor is an aging population, whereby 2050 25% of the population is expected to be over age 60.

In recent years, we have adapted our payor mix to the new context of the healthcare industry. Today, in the case of the public sector, we have the EPSs, which use fee-for-service, and we have reduced this share from 68% to 59% since 2024. At the same time, contracts with the public sector using the value-based care model increased their share of revenues from 14% to 20%, while the private market´s contribution rose by 3 percentage points. This mix prioritizes private demand, and offers us a balanced growth path with sustained clinical outcomes.

Our fee-for-service business with EPS remains a key engine, representing approximately 59% of our revenues. This demand is supported by our comprehensive portfolio of high-complexity services in oncology, cardiovascular care, neurosciences, and traumatology & orthopedics. At the same time, we have reduced our exposure to intervened entities by 7 percentage points, backed by a broader payor base and enhanced payment agreements. This enables us to capture high-value volume with significantly lower collection risk.

Now allow me to explain our value-based care platform, which enables us to manage the patient in an integrated manner from end to end: From the moment a payor assigns us a population by pathology, Auna manages the entire patient journey, providing all necessary healthcare services in exchange for fixed revenues with a potential variable component.

The data generated from our clinical records support fee structuring and continuity of care, aligning incentives. Patients receive timely care, and Auna generates recurring revenues with shorter collection cycles. These models represent a major competitive advantage. We have over 14 years of experience in value-based care and risk-sharing models, and we currently manage 13 contracts covering approximately 3.2 million lives.

This brings us to our specialization strategy for the coming years, replicating our proven value-based care model from oncology and cardiovascular care. We will now apply this practice to traumatology & orthopedics and neurosciences. These specialties generate high surgical volumes, resulting in higher utilization of installed capacity. Their higher complexity also translates into greater revenue and margins per procedure compared to other specialties. In addition, they enable us to selectively replicate our Prospective Global Payment models, using the same clinical protocols, data, and risk management framework already applied in oncology and cardiovascular care.

Auna Colombia possesses a highly valuable and powerful research platform. We count with Clinical Research Centers and are a preferred partner for clinical trials with Merck Sharp & Dohme, or MSD. We have 104 active trials, including 62 in oncology, representing approximately 55% of Colombia's oncology clinical trials. Furthermore, our clinical trial submissions have a 96% approval rate from INVIMA, Colombia's health regulator, compared to a national average of 88%.

Finally, our Montería Clinical Research Center ranks #2 in Latin America and #3 globally, according to MSD. These capabilities help us attract and retain leading physicians across our three countries of operations, transfer clinical protocols and research learnings, and strengthen Auna's regional reputation for complex care and innovation.

In Colombia, we view the expansion of private demand as our primary growth opportunity. The voluntary coverage market is growing at a rate of 13% annually, and we

estimate it will reach 4.7 million lives, representing 9% of the population by 2026. To capture this demand, we focus on four key actions:
First, we put top specialists at the center, providing them with technology and education.

Second, we manage agile and flexible contracting schemes for high complexity.

Third, we consolidate our position as the preferred network for leading private insurers and prepaid medicine providers.

And fourth, we deliver a preferential patient pathway for private patients, featuring faster access and exclusive care spaces.

To meet higher demand and operate at high utilization levels, we will leverage our installed capacity while making efficient use of working capital. Allow me to give you two concrete examples.

At Clinica IMAT Oncomedica in Montería, we are activating currently unused infrastructure, including three floors that would represent a 20% increase in installed capacity and allow for the expansion of high-complexity specialties. At Clinica del Sur in Antioquia, 40% of the existing built physical space is available to expand our installed capacity for surgical, oncology, and hemodynamics services.

In summary, our strategy in Colombia is clear: we have the physical space, and growth comes from optimizing what we already own.

To conclude, Auna Colombia is well positioned for its next phase of capital-efficient growth.

Our proven value-based care platform supports recurring revenues and integrated patient management. This provides a foundation for high-complexity expansion by extending our capabilities into adjacent specialties. Our leading research platform attracts top medical talent and reinforces clinical excellence across all Auna's markets.

Finally, our growth is supported by expanding private demand and available installed capacity. Together, this context positions us to continue growing sustainably with outstanding results within the Colombian universal healthcare system.

Thank you very much.

**Lorenzo Massart –** *EVP of Strategy & ECM, Auna*

Very good. This was Pablo Cervera, the leader of our Colombian operations. Now we're going to move to Monterrey with Alejandro Torres.