



ISA GROUP RESULTS CONFERENCE

Third Quarter 2021

November 4, 2021



ESG Data,
Ratings &
Benchmarking

The Sustainability
Yearbook 2019

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



QUARTERLY HIGHLIGHTS

Bernardo Vargas
CEO



Environmental, Social and Corporate Governance



Best work environment
among utility
companies



Best environmental
setting among utility
companies



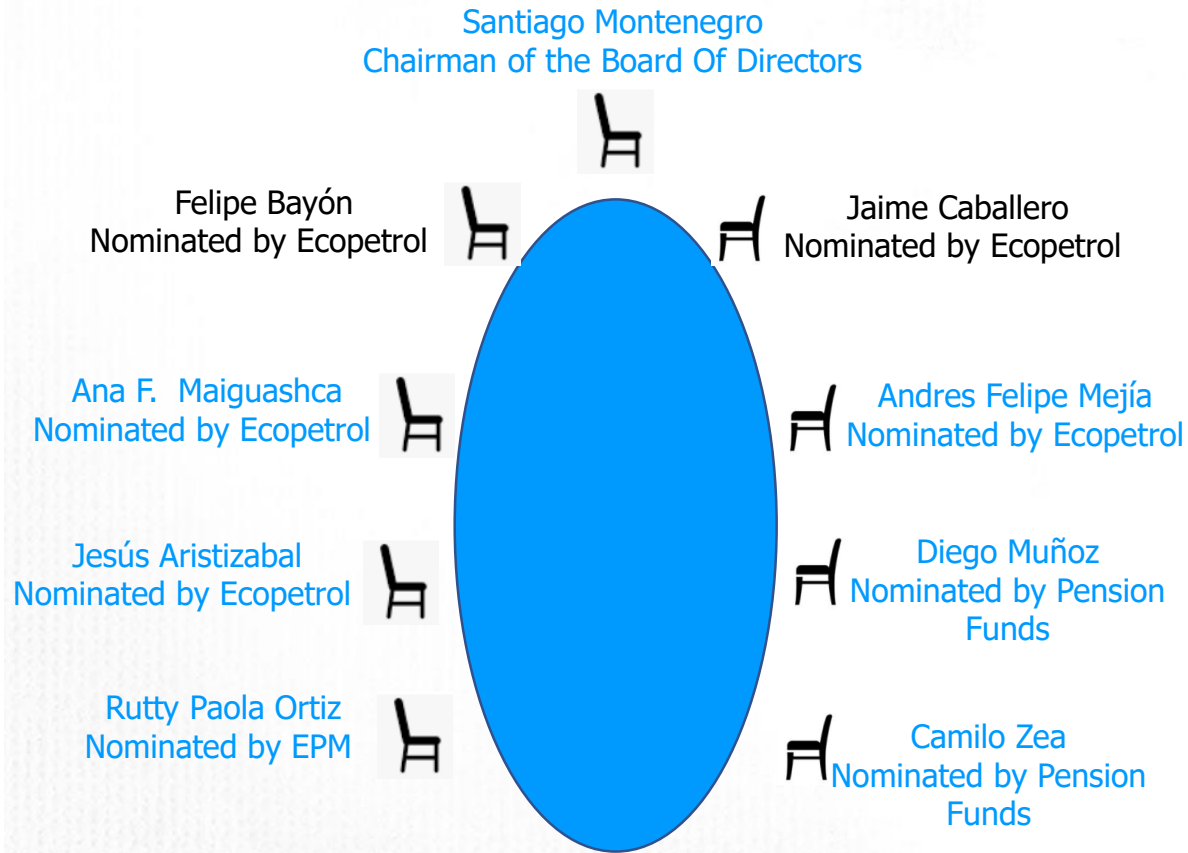
Best COVID-19
management among
utility Companies



Small utility company
grand prize

Environmental, Social and Corporate Governance

Non-independent members
Independent members



Institutional committees

Corporate Governance,
Sustainability, and Risk
Committee

Business
Committee

Corporate
Audit
Committee

Organizational
Talent
Committee

INVESTMENTS

Projects under execution



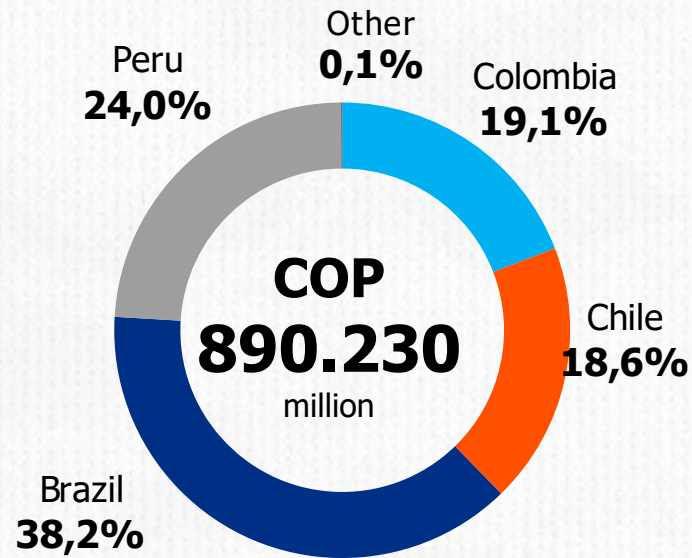
25 energy transmission projects

257 reinforcements in Brazil



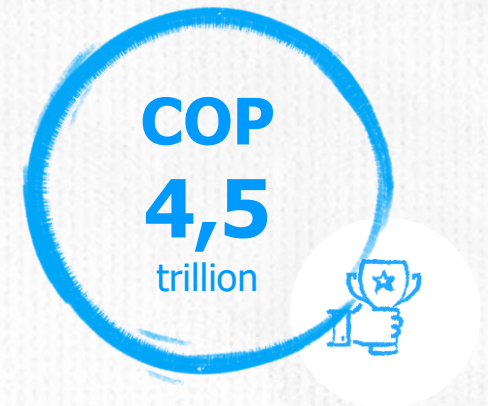
8 projects

3Q21 Execution

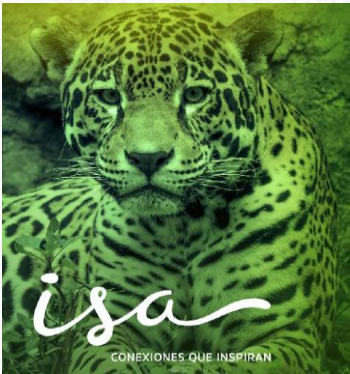


2021 Accumulated
3,5 trillion

2021 Projection



CREATION OF ONE OF THE LARGEST ENERGY INFRASTRUCTURE COMPANIES IN THE REGION



<p>+120 years of history between the two companies</p>	<p>+17 thousand Committed employees</p>	<p>Presence in +8 countries In the continent</p>	<p>Commitment to the future of energy and sustainable development</p>
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Protecting the
environment /
generating progress in
the territories



Sharing best practices
and consolidating
synergies



Increased potential to
enter new markets



Commitment to
geographic
diversification



Opportunities in
technology and
innovation



Joint development and
structuring of new
businesses

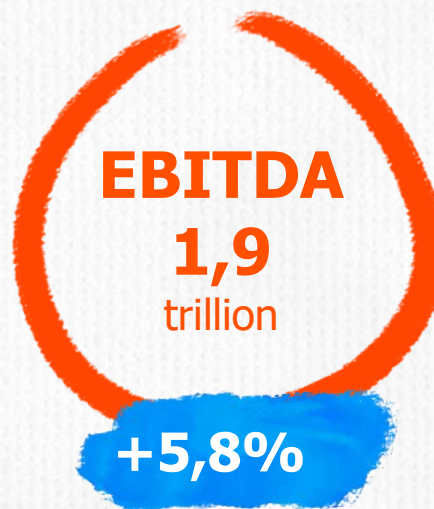
FINANCIAL RESULTS

Carolina Botero

Chief Financial Officer



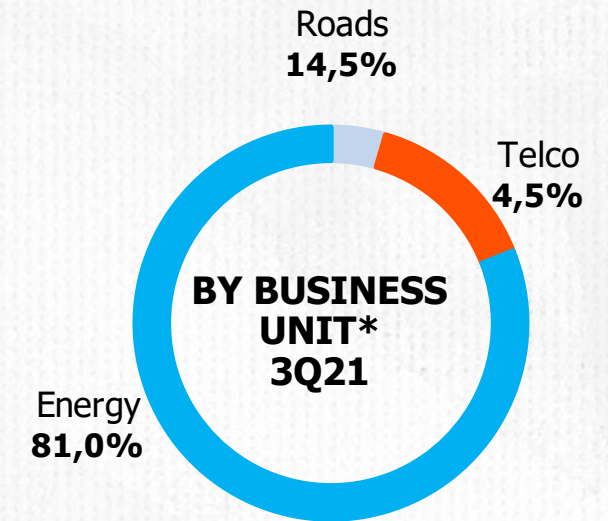
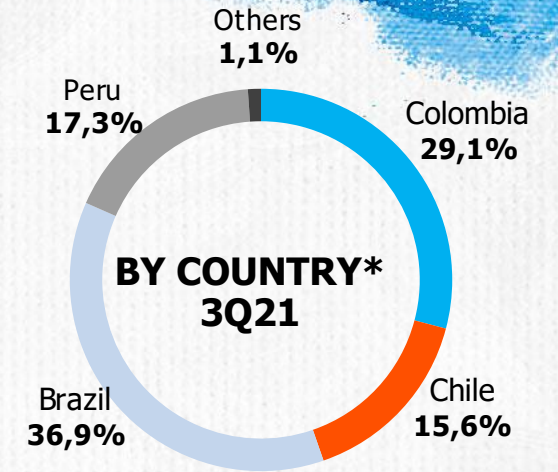
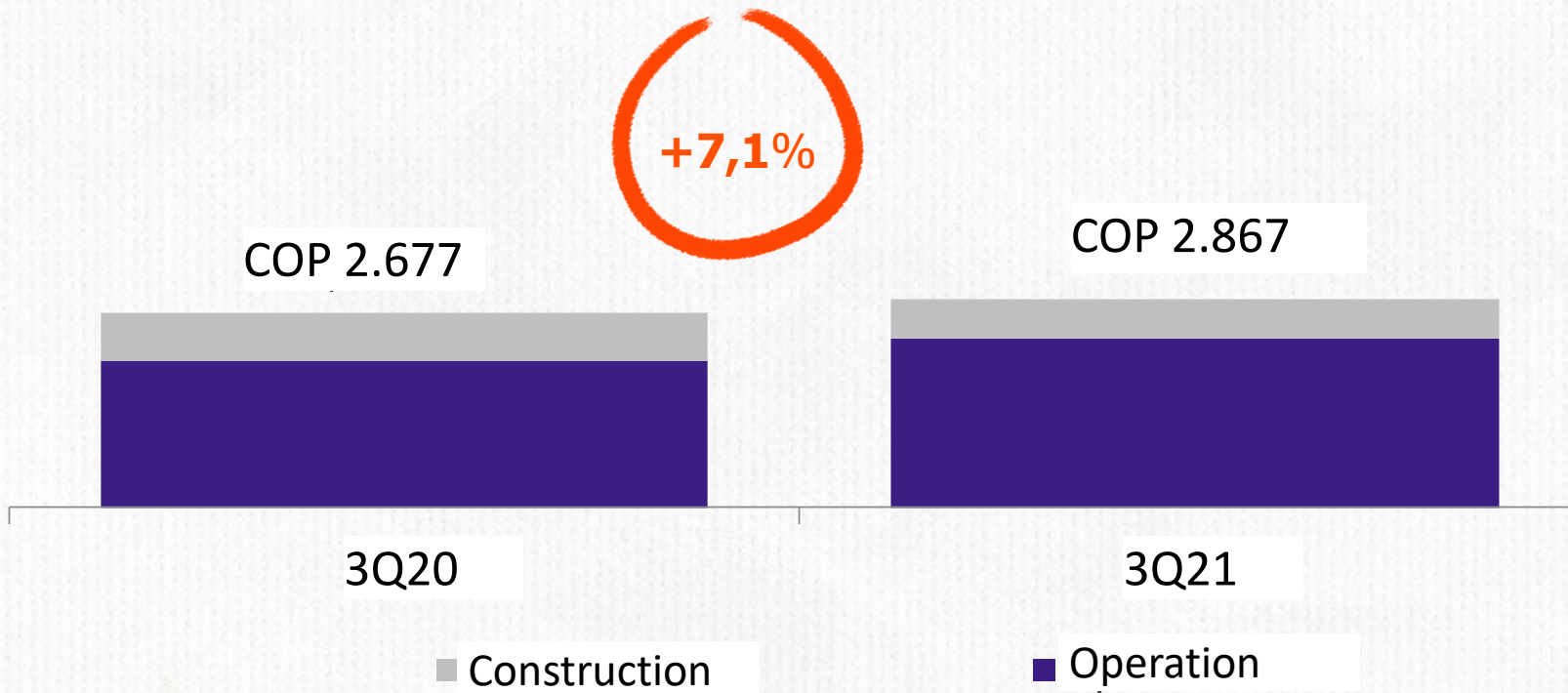
3Q21 FINANCIAL RESULTS



- Consolidation of new companies: PBTE, Orazul Energy Group and Ruta Costera
- Entry into operation of projects in Colombia, Brazil and Chile
- Positive impact on revenues from higher PPI in Colombia, ICPA and IGPM in Brazil
- Recognition of costs associated with the refinancing of Interchile's debt and the change in the Colombian income tax rate in the deferred tax calculation
- Moody's ratified ISA's Baa2 rating with stable outlook

TOTAL REVENUES

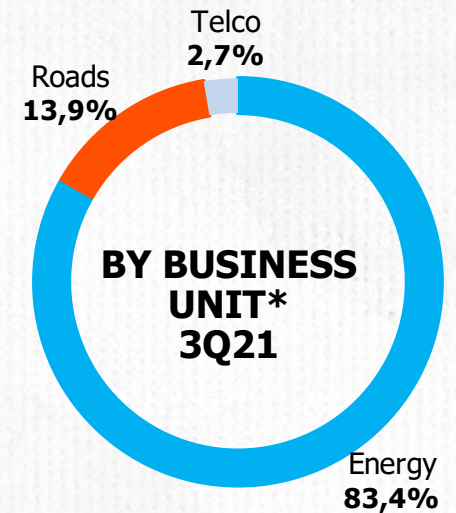
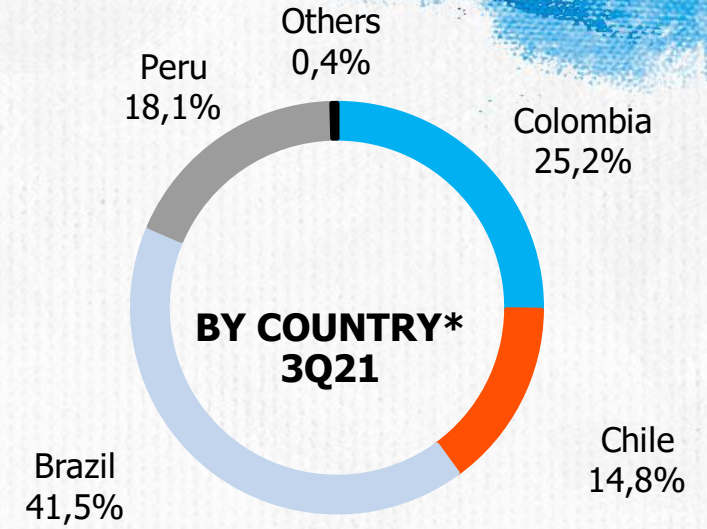
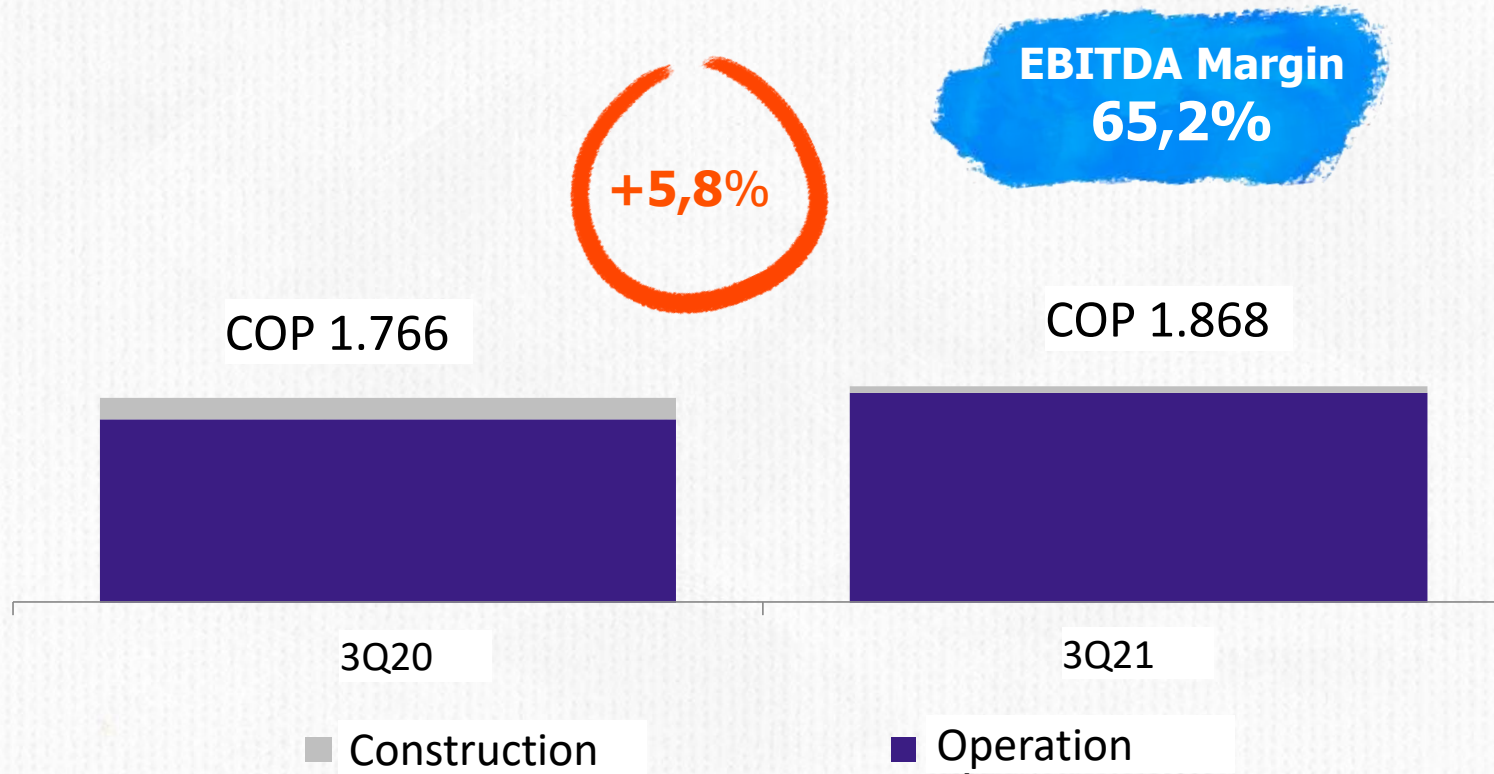
Figures in COP billion



*Excluding construction

EBITDA

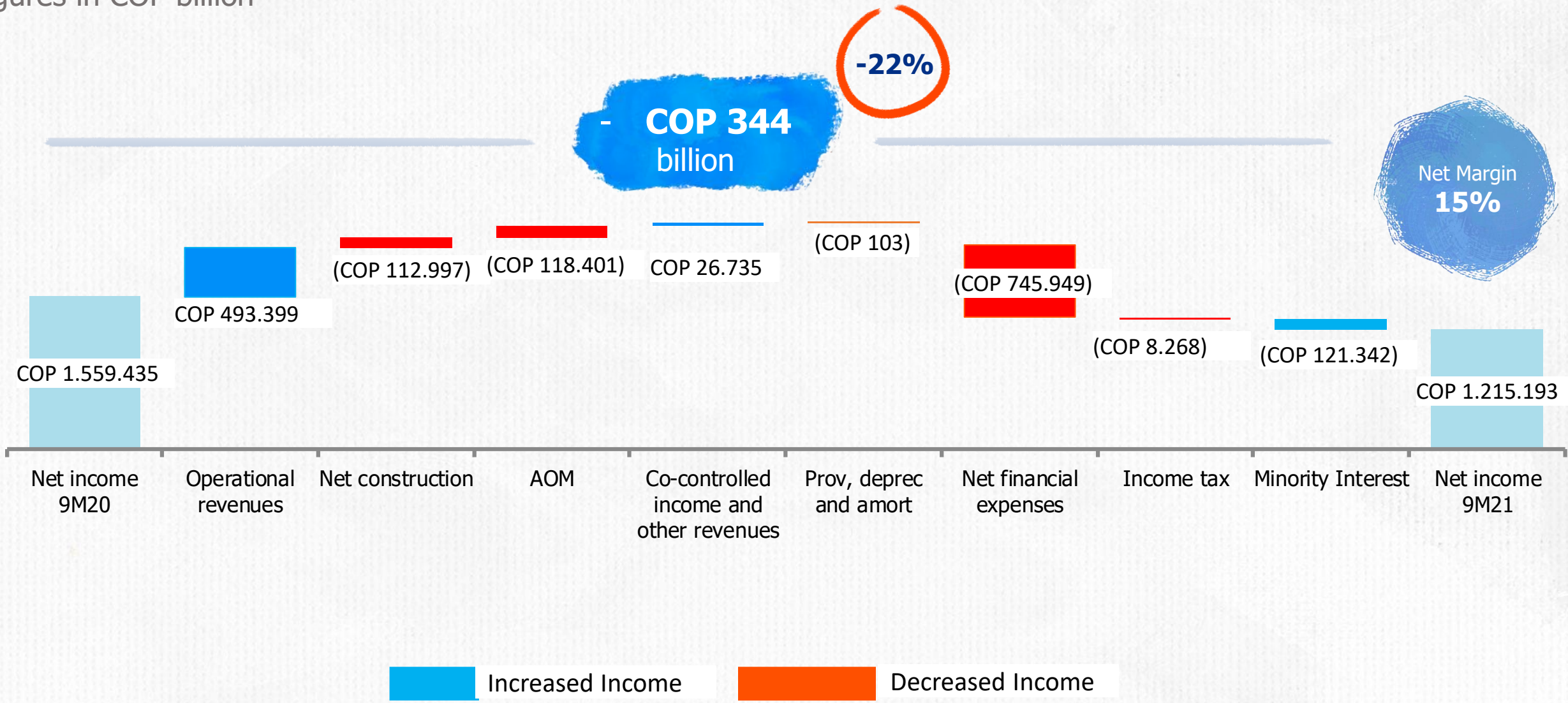
Figures in COP billion



*Excluding construction

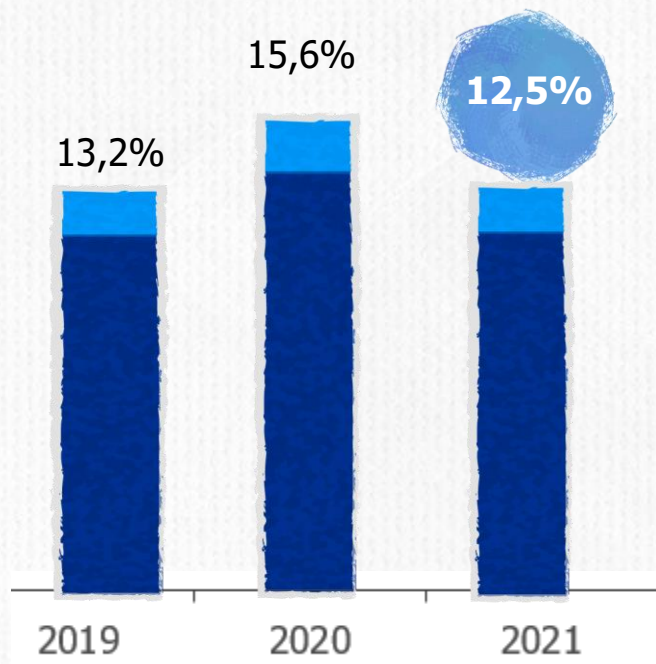
NET INCOME

Figures in COP billion



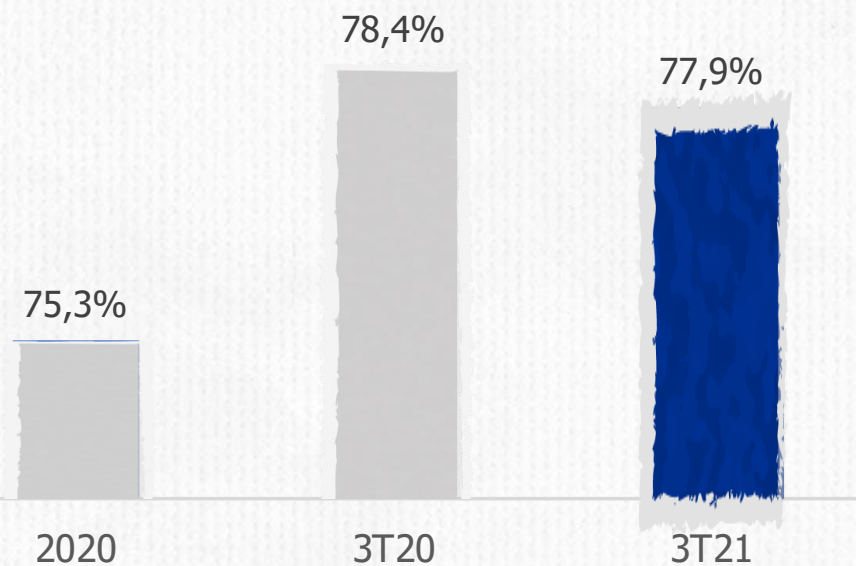
FINANCIAL INDICATORS

ROE

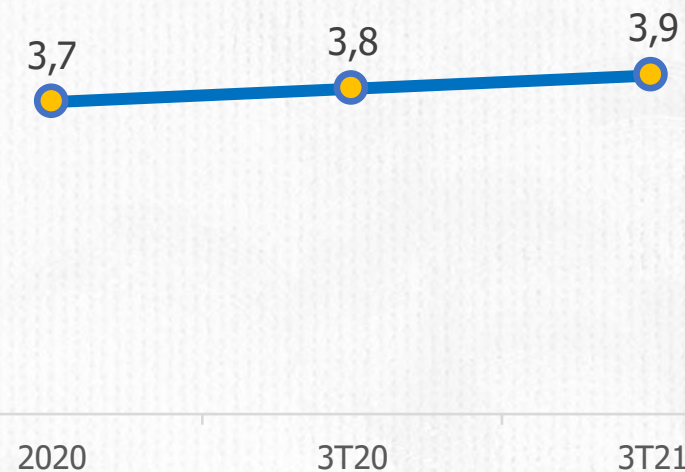


Extraordinary events and others

EBITDA Margin*



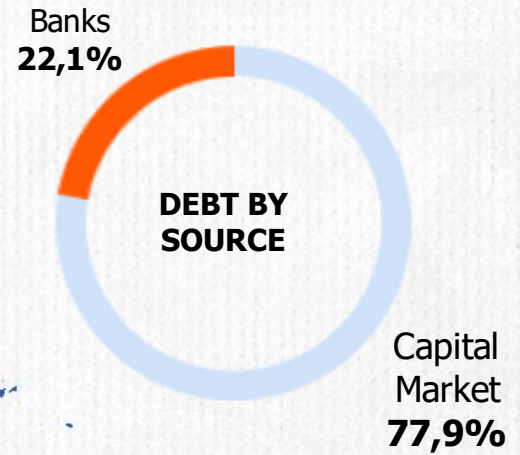
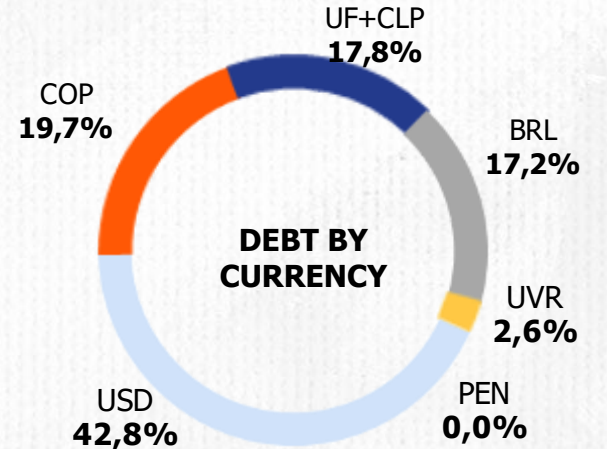
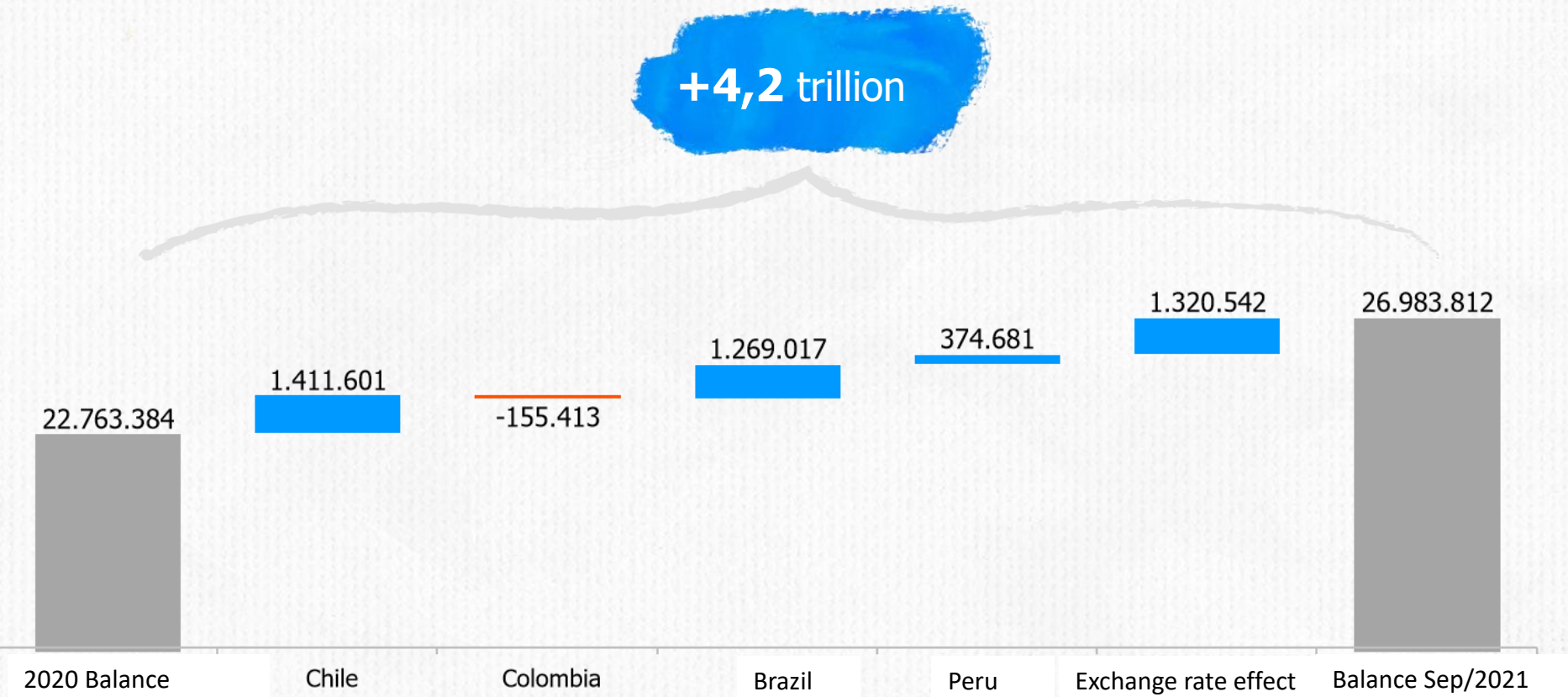
Debt / EBITDA



Solid results that leverage our strategy of **profitable and sustainable growth**

DEBT

Figures in COP billion



Net Debt / EBITDA = 3,1 x
Debt / EBITDA = 3,9 x

DIGITAL TRANSFORMATION ISA GROUP

Olga Lucia López

Chief Technology and
Information Officer



THE PATH

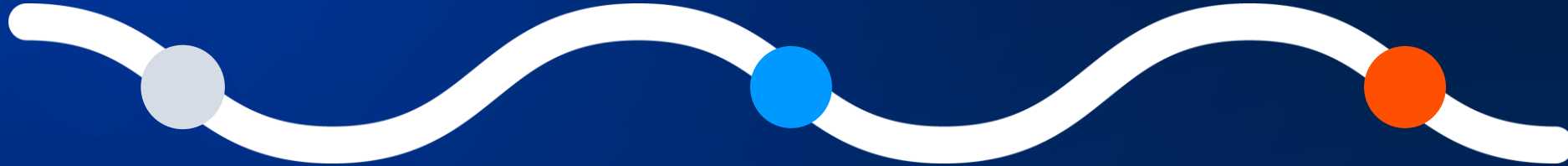
to transformation



2018-2019

2020-2021

2022-2023



Definition of the Digital Transformation (DT) Approach.

TD focuses on Business Digitization and development of enabling dimensions:

- ✓ New Work Reality
- ✓ Analytics and AI*
- ✓ Cultural Transformation
- ✓ Network of allies
- ✓ Cybersecurity

To accelerate Value Delivery to Business and to Escalate initiatives.

Agendas:

● **Strategic**

Productivity

Digital transformation
capacity

Cybersecurity

Improvement of ICT
services

Objective:

To leverage the
achievement of the
ISA2030
strategy

by being at the core of
strategic initiatives

Goal:

TOTEX* Efficiencies
USD 100 M

EBITDA Increase
> 70%

Analytics
Drones
Artificial Intelligence
Robotics
Blockchain
Internet of things - IoT

65%
of strategic
initiatives
leveraged in ICT

*Total
Expenses

Agendas:

Strategic

● **Productivity**

Digital transformation
capacity

Cybersecurity

Improvement of ICT
services

Objective:

To achieve
**efficiencies in
processes**
by saving man-hours



Center of
Excellence
CoE Digital

Agendas:

Strategic

Productivity

● **Digital transformation capacity**

Cybersecurity

Improvement of ICT services

Objective:

To ensure the development of
digital transformation
in all the Group's companies

Goal:

4.2

Advanced

Capability Maturity Level
to 2030

120

Digital
Transformation
Agents

Rituals:
15' #SoyDigital
3rd DT Fair

+1.200 +10.000

Impacted Learning
Network in 2021

Training
hours

Organizational
Design and
Talent Cycle
Adjustment

Agendas:

Strategic

Productivity

Digital transformation
capacity

● **Cybersecurity**

Improvement of ICT
services

Objective:

To protect

technology infrastructure

and data

Goal:

Effective Cyber Threat
Response

>99%

Governance
and
Awareness-
raising

Cybersecurity
Center of
Excellence and
Communication
with External
Bodies

Cybersecurity
Operations
Center - World-
Class SOC

IT Security
Strengthening

USD
52 Million
Cybersecurity
policy

Agendas:

Strategic

Productivity

Digital transformation
capacity

Cybersecurity

● **Improvement
of ICT services**

Goal:

Customer Satisfaction

>90%

ICT Expenses
Optimization

12~16%

Objective:

Operational Excellence in IT and Satisfaction of our customers

User
Experience

Technology
Assimilation
and Adoption

Strengthening
the Digital
Allies
Ecosystem

USD
10,6 Million
ICT Costs
Optimization

THE PATH

Continuing.....

Digital Transformation is framed by a vision, but it does not have a port of arrival. **It is a state, a way of being of our Organization.**



Q&A



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Visit our **Valuation Kit** for more information about our results

<https://www.isa.co/es/inversionistas/informacion-financiera/>



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