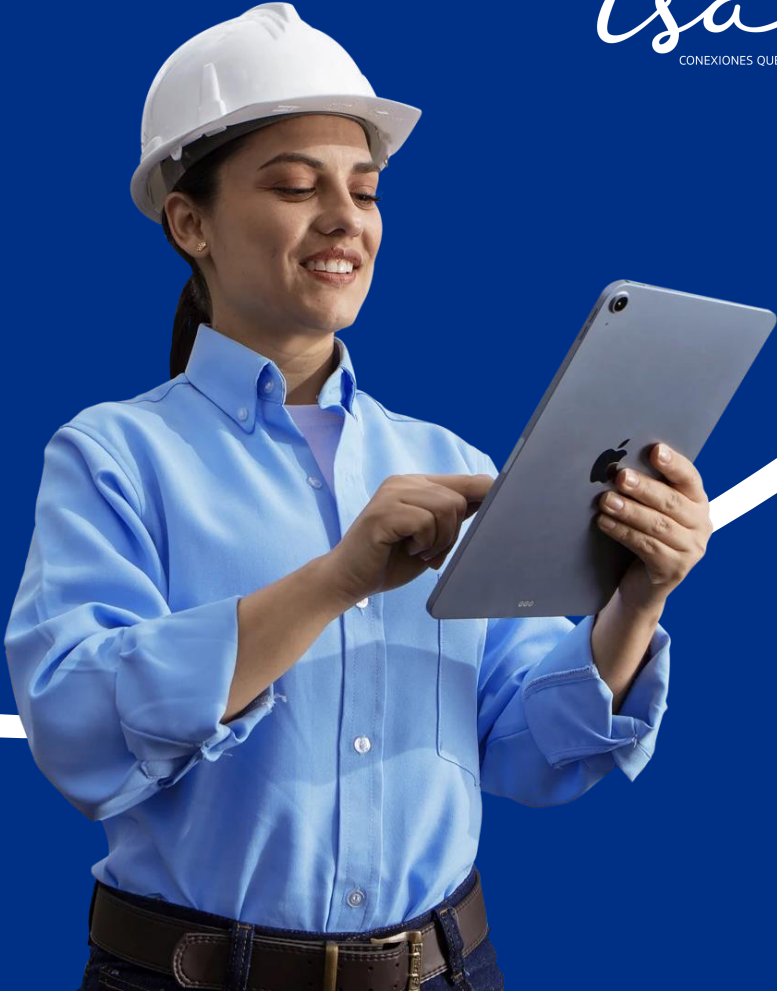


# Corporate Presentation

2025



# Presence of ISA and its companies

ISA  
+ 49  
companies

Shareholdings in 18  
other companies

-  Energy
-  Roads
-  Telecom
-  Other business
-  Corporate Venture Capital

## OPERATIONS IN

6 COUNTRIES  
IN SOUTH AMERICA  
AND CENTRAL AMERICA

+ 5100  
Collaborators



### Colombia

- ISA**
- ISA INTERCOLOMBIA
  - ISA TRANSELCA
  - INTERCONEXIÓN ELÉCTRICA
  - COLOMBIA PANAMÁ
  - XM
  - ISA INTERVIAL COLOMBIA
  - RUTA COSTERA
  - INTERNEXA
  - INTEIA
  - DERIVEX
  - CRCC
  - PARQUES DEL RÍO

### Chile

- ISA INTERCHILE
- INTERCONEXIONES DEL NORTE
- CONEXIÓN ENERGÍA
- INTERVIAL CHILE
- RUTA DEL MAIPO
- RUTA DE LA ARAUCANÍA
- RUTA DE LOS RÍOS
- RUTA DEL LOA
- ORBITAL SUR
- ISA INVERSIONES CHILE
- ISA INVERSIONES COSTERA

### Perú

- ISA REP
- CONSORCIO TRANSMANTARO
- RED DE ENERGÍA DEL PERÚ
- ISA PERÚ
- CONSORCIO ELÉCTRICO YAPAY
- INTERCONEXIONES VIALES SPA
- ISA INVERSIONES CHILE VÍAS SPA
- INVERSIONES TOLTEN

### Centroamérica

- EPR
- REDCA

### Panamá

- INTERCONEXIÓN ELÉCTRICA COLOMBIA PANAMÁ
- RUTA DEL ESTE

### Estados Unidos

- ATP\*
- \*\*

### Bermudas


- LINEAR SYSTEMS RE\*\*\*\*

### Brasil

- ISA CTEEP
- IE IVAÍ
- IE AGUAPEÍ
- IE ALMORÉS
- EVRECY
- IE GARANHUS
- IE ITAÚNAS
- IE BIGUAÇU
- IE RIACHO GRANDE
- IE JAGUAR 6
- IE JAGUAR 8
- IE JAGUAR 9
- IE SERRA DE JAPI
- IE MADEIRA
- IEMG
- IENNC
- IE PARAGUAÇU
- IE PINHEIROS
- IE SUL
- IE TIBAGI
- IE ITAPURA
- IE ITAQUERÉ
- TAESA
- INTERNEXA
- INTERNEXA
- PARTICIPAÇÕES
- INVESTIMENTOS E
- PARTICIPAÇÕES
- ISA CAPITAL DO BRASIL

### Bolivia

- ISA BOLIVIA



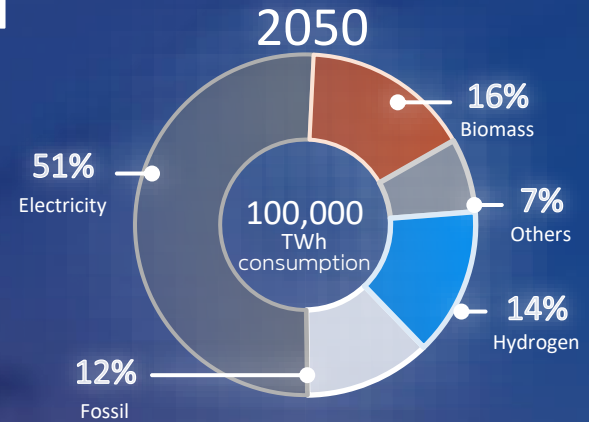
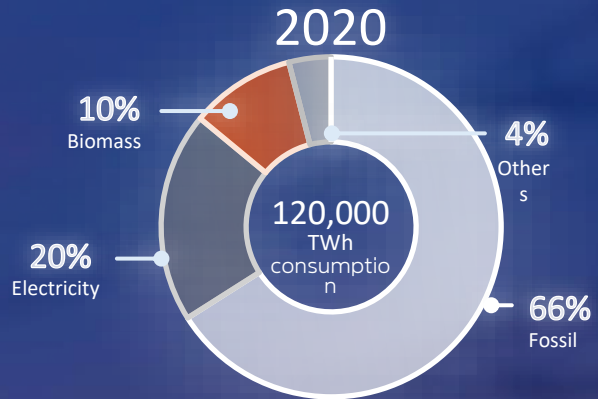
Energy that  
gives life to the  
transition

*isa*

20  
40

Energy  
Life  
Transition

# ENERGY Transition



8,000 GW  
35% renewable

4.2x  
Installed capacity

34,000 GW  
82% renewable

80 million  
Km of circuit  
6 million transmission

2.5x  
Power grids

200 Million  
Km of circuit  
15 million transmission

Consolidate energy transmission



Deploying/accelerating new energy businesses



Growing selectively/strategically in roads



Entering new geographies



Multiply EBITDA by more than 2x



Actively manage the portfolio



Contributing positively to talent, communities and nature



# What do we want our businesses to look like **In 2030 and 2040?**

2025

2030

2040



## Energy transmission

Brings resilience and stable returns to the portfolio

1. Constantly evolving network incorporating innovative solutions to strengthen the reliability, sustainability, access and affordability of the electricity supply
2. Maintain market share in current geographies. Energy transmission company with the largest coverage in LATAM
3. Transmission networks interconnecting Central and South America

1. Network that ensures maximum reliability, sustainability, accessibility and affordability of electricity supply, maximizing the use of existing infrastructure
2. Increase market share in current geographies. Expand presence in Central and South America
3. Leader in regional integrations



## New energy businesses

Provides diversification, validity and higher returns

1. Participation in consolidated EBITDA: 5%-10%
2. Consolidate synergies with Ecopetrol Group: Behind-the-meter storage and self-generation
3. Presence in geographies where transmission is present

1. Participation in consolidated EBITDA: Between 15%-25%
2. Main supplier of energy solutions for Ecopetrol Group
3. Continental presence



## Roads

Energy business enabler

1. Maintains or increases the current EBITDA share of the portfolio by replacing the maturity of concessions
2. Business that generates investment capacity for the energy business mainly in the five-year period 2025-30.



*isa*

CONEXIONES QUE INSPIRAN



1

ENERGY



# We transmit energy throughout Latin America while taking care of what you see the least



In operation

49.723

km of circuit

73.131

(Includes controlled and non-controlled companies)



Under construction

Portfolio

5.627USD

Million approved investment

8.143

km of circuit

114.653

MVA of transformation

147.385

(Includes controlled and non-vontrolled companies)

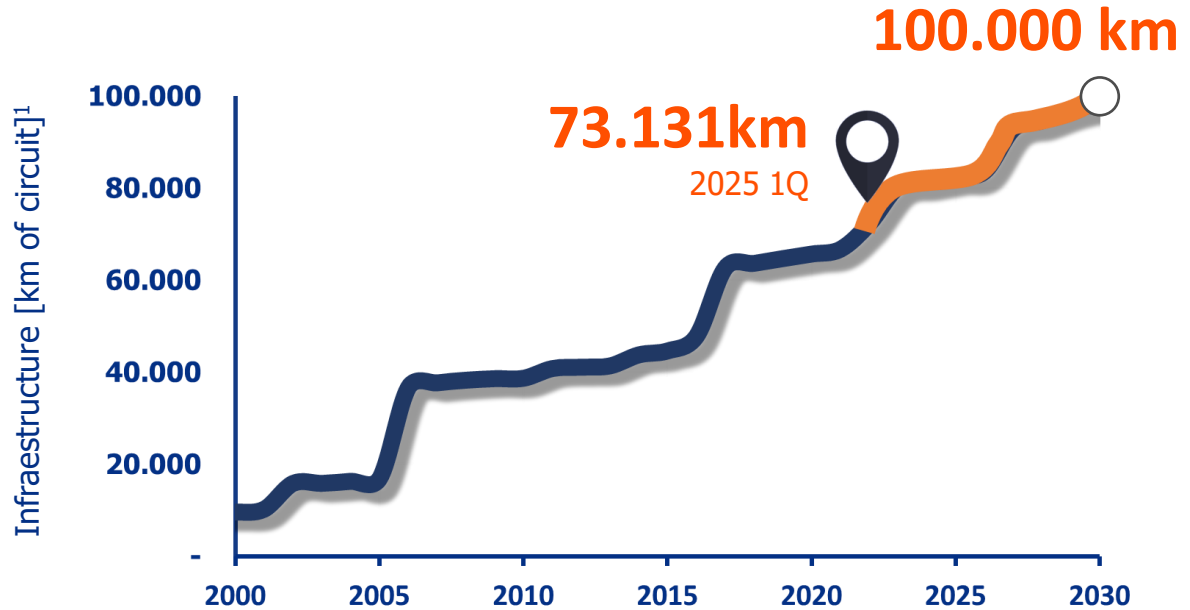
15.541

MVA of transformation



## Our challenge

To be one of the world's leading companies in reliable, available, flexible and resilient energy infrastructure, enabling a just and sustainable energy transition



# ISA drives the energy transition in Latin America

38 Projects awarded\*



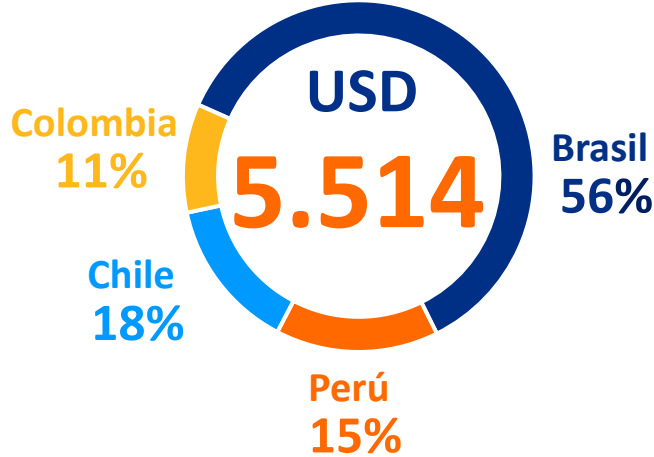
Million in benchmark investment

16 Projects that Entered into Operation \*



Million in investment

221 Projects under execution\*\*



\*Includes reinforcements and improvements to the ISA CTEEP network  
\*\*Includes reinforcements, improvements to the ISA CTEEP network and projects in co-controlled companies



ISA — CONNECTIONS THAT INSPIRE

# 2

**ROADS**

*isa*  
CONNECTIONS THAT INSPIRE

# ISA is a relevant player in the track market in Chile, Colombia and Panama

1.107 Km in the road concessions business

 Concessions in operation **811 Km**

4 projects



Route	Km
Ruta del Maipo	237
Ruta de la Araucanía	144
Ruta de los Ríos	172
Ruta del Loa (Sector A)	112
<b>Total Chile Operation</b>	<b>665</b>

1 project



Route	Km
Ruta Costera	146



Concessions in construction **296 Km**

1 proyecto



Route	Km
Orbital Sur Santiago	25
Ruta del Loa (Sector B)	25

1 proyecto



Route	Km
Ruta	246

## Operation data

65

Million vehicles in transit– total traffic  
First half of 2025

93%

Customer Service favorability cliente  
First half of 2025

10

Lanes at 2 toll plazas with charging system Free Flow  
Maipo Route, Chile (one more station under implementation)

### Trunk tolls



13 in operation  
4 under construction in Free Flow mode

### Side tolls



52 in operation

### Services areas



16 in operation  
1 in construction



3

## TELECOMMUNICATIONS

# Telecommunications and ICT

We are a wholesale operator  
of fiber optic connectivity  
services

In operation  
**+32.000 km**

Km of fiber optics



**+ 160**

Cities connected

**+ 165**

PoPs\*



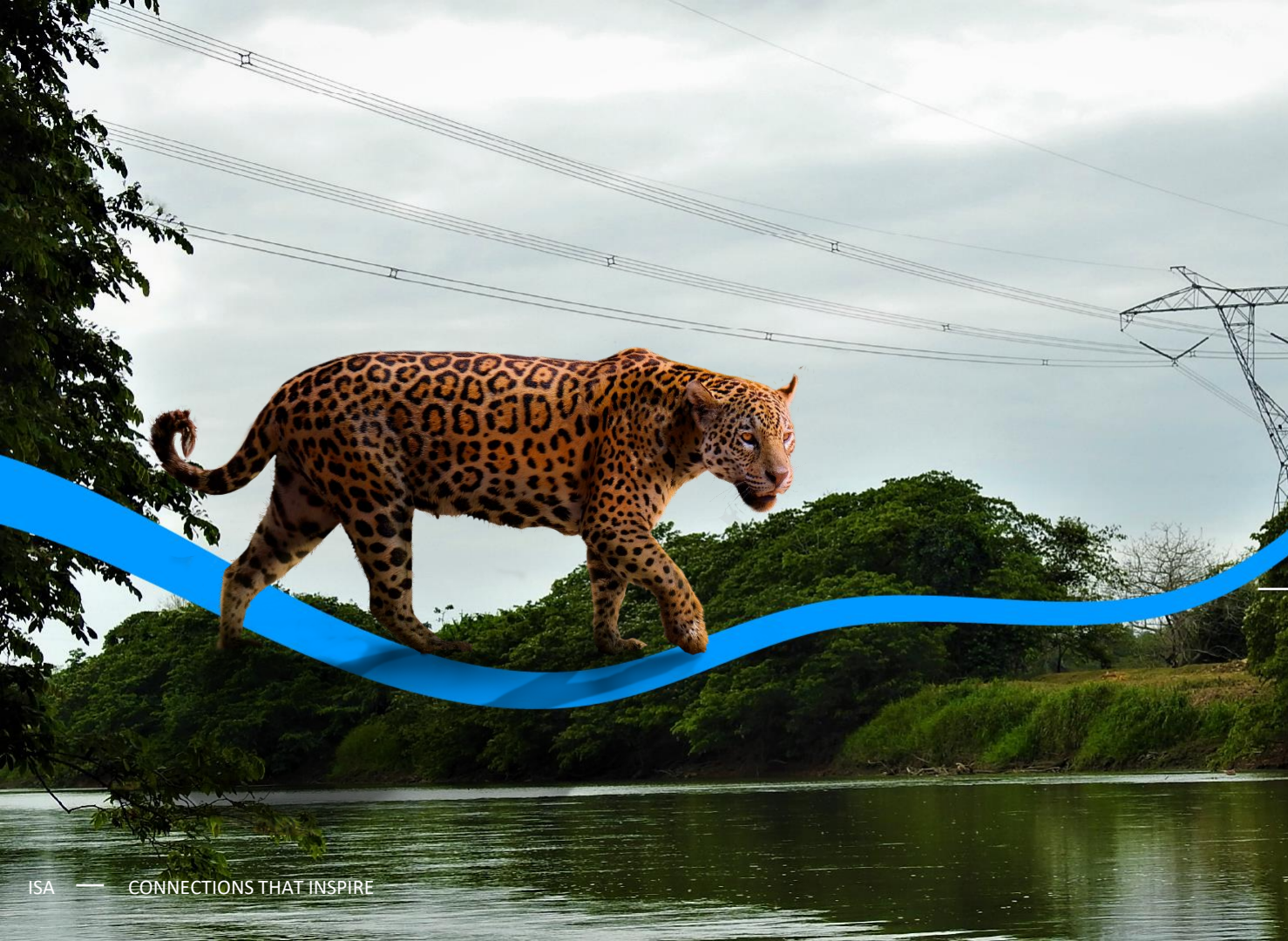
**+700**

Customers

**8,52/10**

Customer satisfaction

\*PoP= Point of Presence, a PoP is a physical infrastructure equipped to install telecommunications equipment, where add & drop traffic is generated, i.e., it is enabled to deliver services to customers.



# 4

## ENVIRONMENTAL MANAGEMENT



# Why sustainability at ISA and its companies?



Corporate life



Positive impact on society and the environment



Relevant stakeholder issues



Transcending results



Preventive approach, identifying opportunities and minimizing risks



Key player in the development and progress of the society



# At ISA we understand sustainability as a way of acting

## Sustainability management focus



### Positive contribution to environmental challenges

- Climate change
- Biodiversity
- Circular economy
- Sustainable finance



### Contribution to socioeconomic development

- social management model
- Sustainable labor practices



### Corporate governance with a focus on value creation

- Corporate governance
- Ethics and compliance cultura
- Materiality and reputation
- Stakeholders
- Business impact assessment
- Human rights
- Sustainable sourcing
- Impact on global scenarios

## Programs

Click on the logos to learn more about each one



## Environmental management



12 companies  
5 countries  
3 business



### Emission reduction

Through eco-efficiency actions

**+16.902**  
Ton CO<sub>2</sub>



Cumulative emisión reductions

**564.000**  
Ton CO<sub>2</sub>

Cumulative reduction potential

**4.500.000**  
Ton CO<sub>2</sub>

**Compensated emissions**

**~35.000**  
Ton CO<sub>2</sub>

## Social commitment

CONEXIÓN DESARROLLO | isa

The updated model has 4 thematic fronts: sustainable operations, education, entrepreneurship and productivity, and infrastructure.



Cristián Duarte of Asoprocafé, one of the leaders benefiting from the productive projects

### Beneficiaries

Social programs in all geographies areas

**+ 700 mil persons**

Entrepreneurship and productivity investment

COP  
**4.100**  
millions



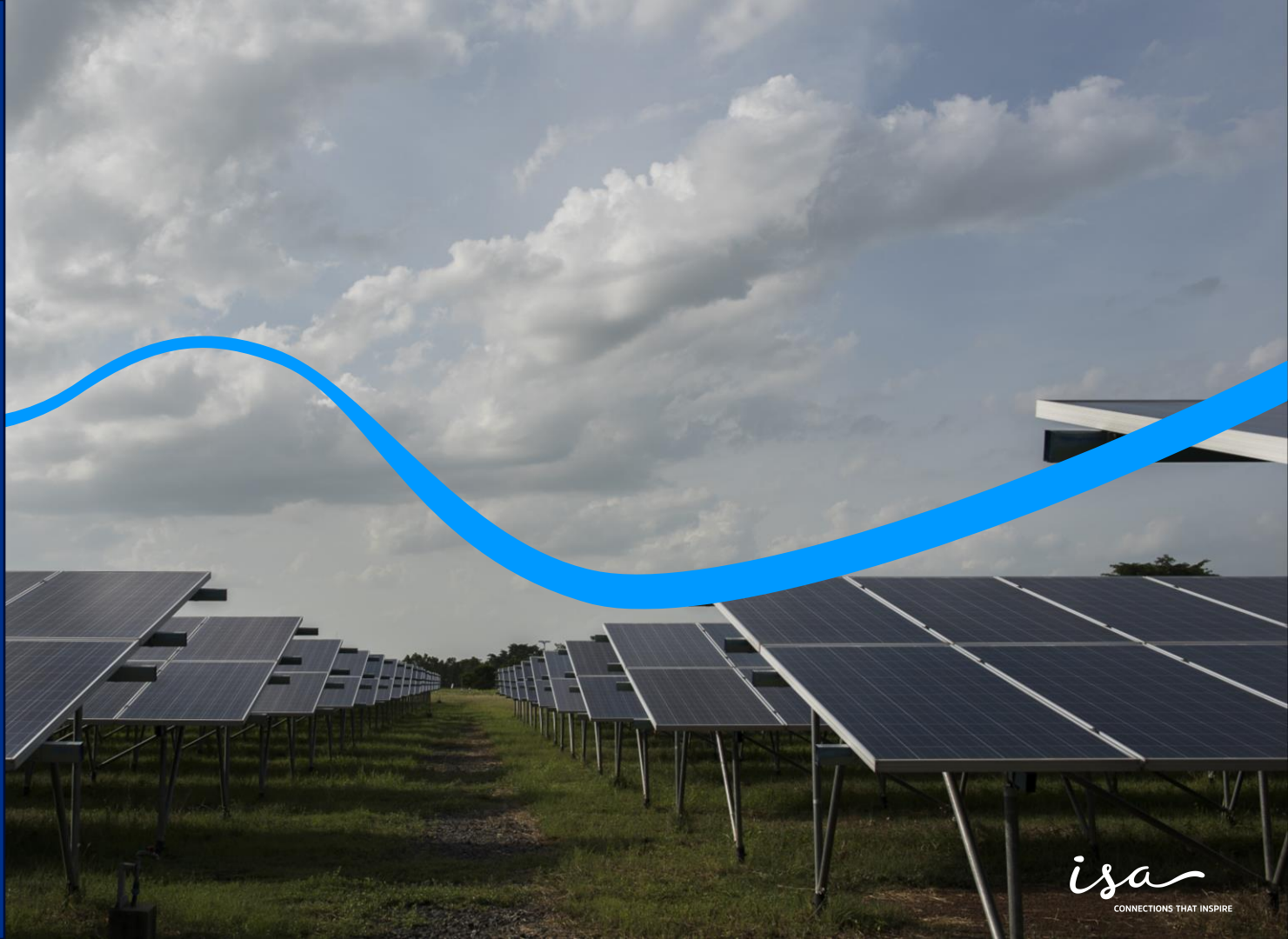
**COP 36.5 million**  
In social investment (2024)

GESTIÓN SOCIAL: \*SROI: Quantifies the impacts on communities of the social programs and projects that an organization implements

5

INNOVATION

ISA — CONNECTIONS THAT INSPIRE

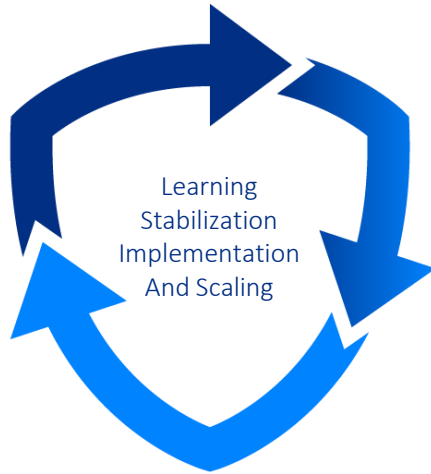


*isa*  
CONNECTIONS THAT INSPIRE

# Innovation process

Strategy 2030/2040

Challenges



Ideation

Projects in  
execution

Projects  
implemented

Scaling

# ISA IMPACT

Resolve connectivity and rural electrification gaps in the area of influence of ISA and its companies:

Piloto in La Victoria  
(Cesar) with **60%**  
construction progress



Piloto Arroyo Grande  
(Colombian Caribbean)  
with **100%** progress  
already in the user billing  
phase





It is the new **strategic investment program** in innovation and entrepreneurship that responds to the high-impact challenges of **our business**

### Will allow

- Preparing for the challenges of the future
- Adopting new technologies
- Being a key player in the energy transition



6

## FINANCIAL RESULTS

Last chapter update:  
**2Q2025**

# ISA drives the energy transition in Latin America

**38** Projects awarded\*



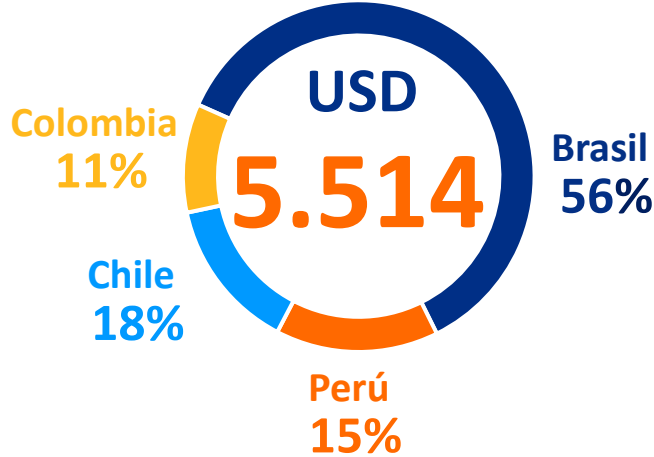
Million in benchmark investment

**16** Projects that Entered into Operation \*



Million in investment

**221** Projects under execution\*\*



\*Includes reinforcements and improvements to the ISA CTEEP network  
\*\*Includes reinforcements, improvements to the ISA CTEEP network and projects in co-controlled companies

# The financial results reflect solid operational performance, impacted by two extraordinary events

(Amounts in COP billion)

## EBITDA



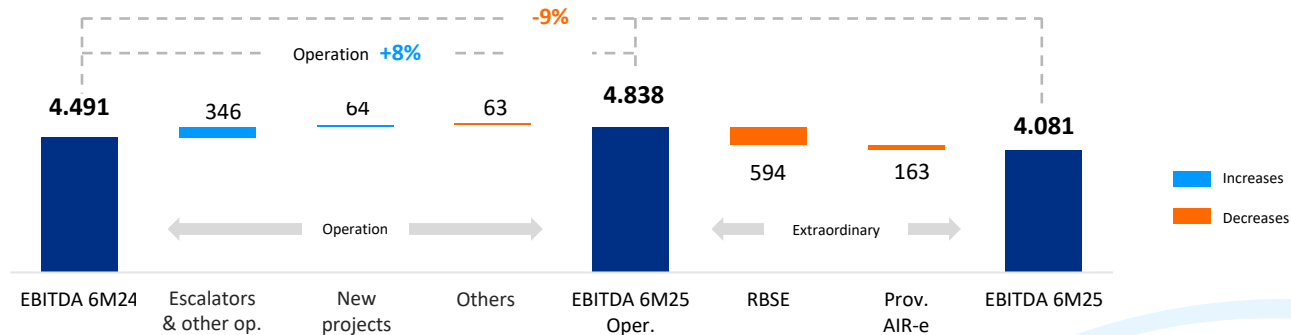
80%



17%



3%



## Net profit



29%



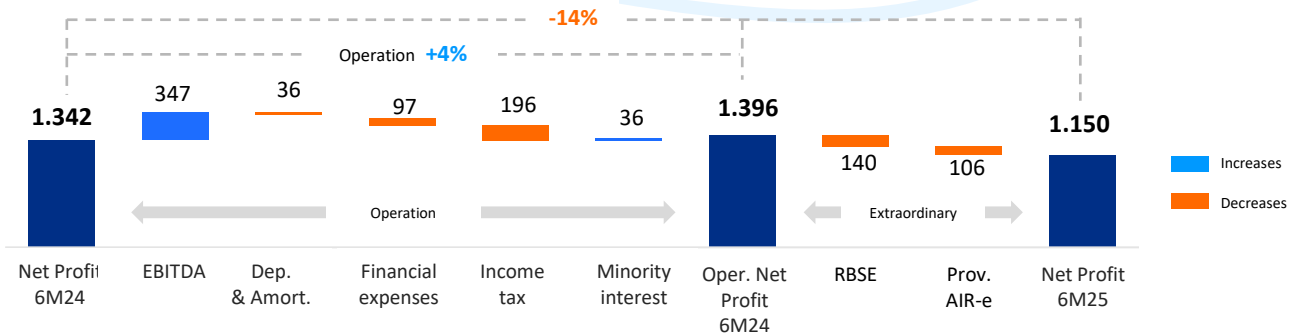
26%



23%



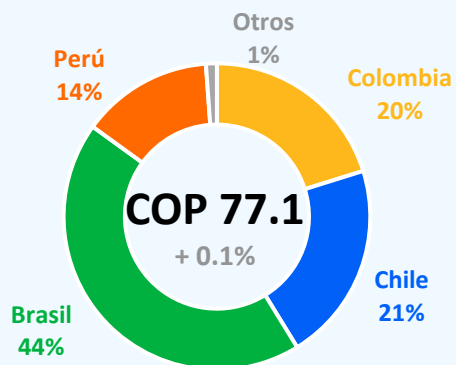
22%



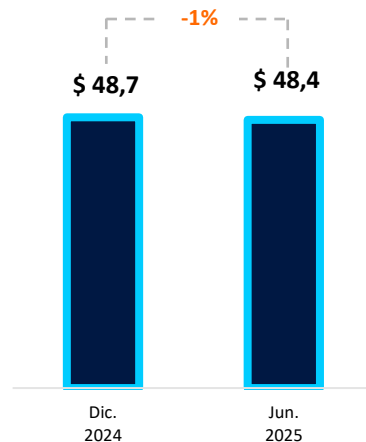
# Strong balance sheet of ISA and its companies

(Amounts in COP trillion, as of June 30, 2025)

## Assets

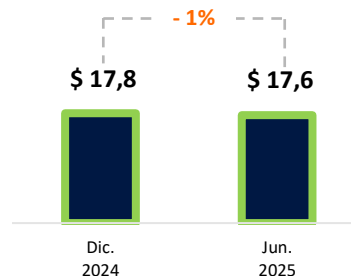


## Liabilities

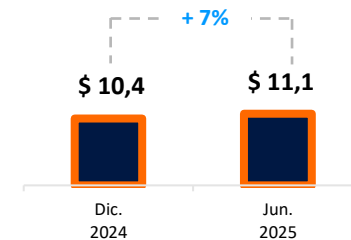


## ISA's Equity

(Does not include minority interest)



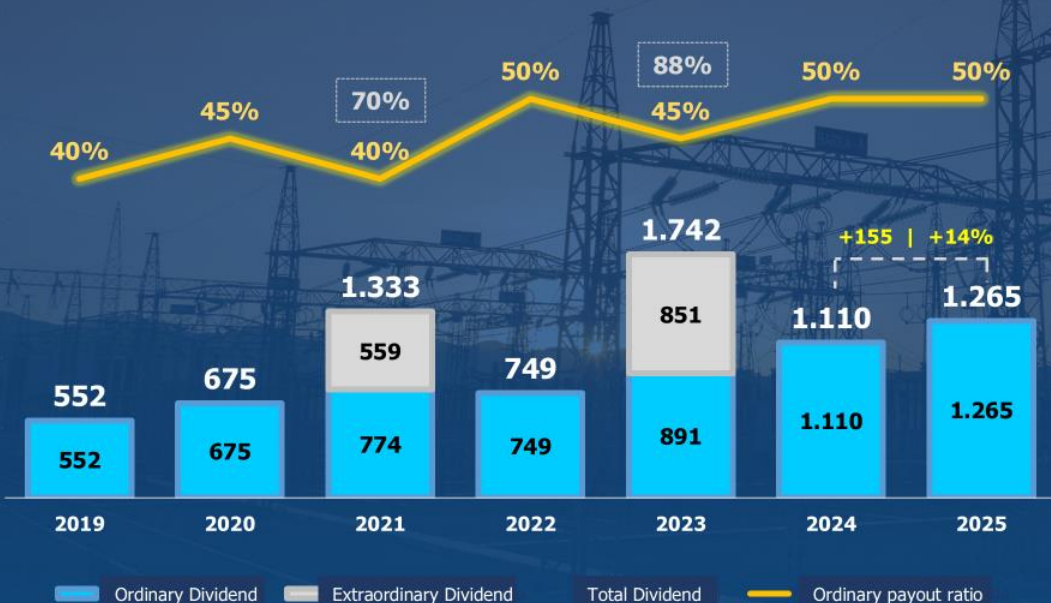
## Minority interest



# The General Shareholders' Meeting approved an ordinary dividend of COP 1,265 per share, equivalent to 50% of net profit of 2024

## Dividends per share and payout

Annual dividends are stated in Colombian pesos



## Indicators

**ROAE**  
Average  
2019-2024  
**13.7%**

**Dividend Yield**  
Average  
2019-2024  
**5.2%**

**Dividend Yield**  
Estimated  
2025  
**7.6%**

**CAGR**  
Ordinary  
Dividend  
2019-2024  
**14.8%**

**Notes:** 1. **ROAE:** Return on Average Equity = Net Income / Average Equity (t and t-1). Amount 2024: 16.9%; 2. **Dividend Yield:** Dividend yield = Dividend / Final share price previous year. Amount 2024: 7.2%. 3. **Payout:** Income Distribution % = Dividends (t) / Net Income (t-1)

# isa

CONNECTIONS THAT INSPIRE

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CONEXIONES QUE INSPIRAN

