



Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of pesos  
 Type of Balance : Consolidated

## REASONED ANALYSIS AS OF DECEMBER 31, 2020

### I. EXECUTIVE SUMMARY - CONSOLIDATED SALFACORP S.A.

Resumen EERR Consolidado MThCh\$	Dec-20	Dec-19	Var. %
Income from Ordinary Activities	400.211	749.600	-46,6%
<b>Gross profit</b>	<b>41.203</b>	<b>63.764</b>	<b>-35,4%</b>
% of income	10,3%	8,5%	
Administrative and selling expenses	(30.623)	(39.902)	-23,3%
% of income	-7,7%	-5,3%	
Operational Result	10.697	23.986	-55,4%
Result in Associations	12.850	14.495	-11,3%
<b>Profit (loss) Controller</b>	<b>13.747</b>	<b>23.242</b>	<b>-40,9%</b>
% of income	3,4%	3,1%	
<b>EBITDA</b>	<b>43.300</b>	<b>58.076</b>	<b>-25,4%</b>
% of income	10,8%	7,7%	

Consolidated Balance Sheet Summary MThCh\$	Dec-20 Dic-20	Dec-19 Dic-19
Current assets	335.320	378.464
Non-current assets	736.624	706.615
<b>Total Assets</b>	<b>1.071.944</b>	<b>1.085.078</b>
Other current financial liabilities	173.461	179.014
Current liabilities total	366.576	399.089
Other non-current financial liabilities	253.285	247.030
Total non-current liabilities	322.804	305.749
<b>Total Liabilities</b>	<b>689.381</b>	<b>704.838</b>
Equity Controlling	381.406	379.186
Non-controlling equity	1.157	1.055
<b>Net Equity Total</b>	<b>382.563</b>	<b>380.240</b>
<b>Net Equity and Total Liabilities</b>	<b>1.071.944</b>	<b>1.085.078</b>

Consolidated Cash Flow Summary MThCh\$	Dec-20	Dec-19
<b>Operating Income + Depr. &amp; Amort.</b>	<b>22.405</b>	<b>36.305</b>
- Net Financial Expense	(8.513)	(10.156)
- Res. Adjustment Units and Exchange Difference:	(802)	(707)
- Tax	(222)	(4.371)
<b>Subtotal</b>	<b>12.868</b>	<b>21.071</b>
<b>Working Capital Flow</b>	<b>54.178</b>	<b>45.460</b>
<b>Subtotal current taxes and other</b>	<b>(12.413)</b>	<b>3.409</b>
<b>Operating Cash Flow</b>	<b>54.633</b>	<b>69.940</b>
<b>Subtotal Operating Investment</b>	<b>(315)</b>	<b>(36.656)</b>
<b>Subtotal Long-term investment</b>	<b>(27.223)</b>	<b>(1.413)</b>
<b>Subtotal Flow of Associations</b>	<b>4.819</b>	<b>686</b>
<b>Flow Investment, other LP items</b>	<b>(22.719)</b>	<b>(37.383)</b>
<b>Deferred Taxes, Non-Current, Others</b>	<b>(13.511)</b>	<b>(11.364)</b>
<b>Dividends Paid (&amp; Part. Not Cont.)</b>	<b>(6.973)</b>	<b>(7.619)</b>
<b>Available Cash Flow</b>	<b>11.430</b>	<b>13.574</b>
<b>Available Cash Flow (Excluding IFRS 16)</b>	<b>11.430</b>	<b>13.574</b>

- **Parent Company Profit** reached **MThCh\$ 13,747**, lower by **MThCh\$ 9,495** compared to 2019. **ICSA** contributed MThCh\$ 10,360 (-MThCh\$ 6,805 YoY), **IACO** with MThCh\$ 2,441 (-MThCh\$ 17 YoY), **Building** with MThCh\$ 2,089 (-MThCh\$ 176 YoY), and **RDI** with MThCh\$ 213 (-MThCh\$ 3,003 YoY). The lower gain reflects the impact of the Covid-19 pandemic, which was more severe in 2Q20 and 3Q20. This impact was related to a lower level of activity in the projects, given the sanitary restrictions and in exceptional cases to work stoppages; in addition to the postponement of the normal process of real estate deeds as a result of the delay in the reception of these projects; and finally, the postponement of the start of construction of projects in the *backlog*. As of September, activity began to show signs of recovery, which have been maintained to date.
- **Net margin on income** reached 3.4%, vs. 3.1% in 2019.
- **EBITDA<sup>1</sup>** for 2020 reached **MThCh\$ 43,300**, 10.8% over income, higher than the 7.7% of 2019, due to the higher contribution in margin and contribution from partnerships.
- **Ordinary income** reached **MThCh\$400,211**, a decrease of **MThCh\$349,388 (-47%)** over 2019, mainly explained by the impacts of Covid-19.
- **Gross margin** was 10.3%, up from 8.5% in 2019 and reflecting the improved margin of ICSA, **Building** and IACO and the sales/margin composition of the four business units. **GAV decreased by MThCh\$9,278 (-23% YoY)**, reaching MThCh\$30,623 as of Dec-20, reflecting the adjustment plans implemented as a result of Covid-19 and the 4Q19 expense reduction plan.
- **Operating profit** was MThCh\$ 10,697 million, with a margin over income of 2.7%, compared to 3.2% last year.
- **Profit in Partnerships** was **MThCh\$ 12,850**, (-MM\$ 1,644 YoY), which corresponds to a combination of results from partnerships of the four business units, which are explained below.
- **Operating cash generation** was **MThCh\$ 54,633** vs. MThCh\$ 69,940 in 2019. This is due to a combination of lower operating income and a higher current tax requirement, offset by a higher working capital release.
- **Investment Cash Flow for 2020 reached MThCh\$ (22,719)**, compared to MThCh\$ (37,383) for 2019. This lower EBITDA is a combination of lower Operating Investment (Housing under Construction and PP&E), higher investment cash flow in land and higher cash flow from Partnerships.
- **Available Cash Flow in 2020** was MThCh\$ 11,430 vs MThCh\$ 13,574 in 2019, which was used to reduce financial indebtedness.
- **Total Net Debt** reached MThCh\$ 367,921, lower than MThCh\$ 376,374 in Dec-19. This debt includes MThCh\$ 11,275 of portfolio transfers without liability and excludes IFRS 16 financial lease liabilities for MThCh\$ 10,389.
- **ICSA's work awards** in 2020 were MThCh\$ 730,000, where in 4Q20 they reached approximately **MThCh\$ 356,000**, described below.
- **The Building Unit was awarded three DS49** projects during 2020 for approximately MThCh\$ 12,700.
- **IACO's 2020 Net Pledging** was **MUF 5,701**, a decrease of 26% YoY, reflecting the effects of Covid-19. During 4Q20 net pledging was MUF 2,237 and deeds reached MUF 1,524, showing greater dynamism, in line with the industry.
- **The Combined Total Backlog<sup>2</sup>** closed at **MThCh\$ 1,349,950**, 35% higher than in Dec-19. Of the total backlog, ICSA contributed **MThCh\$ 1,003,194**; Building contributed **MThCh\$ 116,169** (DS49 SERVIU); IACO with **MThCh\$ 214,522** (MThCh\$ 7,379) and RDI with **MThCh\$ 16,066** (MThCh\$ 553). Of the Total Combined Backlog, **MThCh\$ 664,670** would be executable during 2021 and the rest from 2022 onwards.

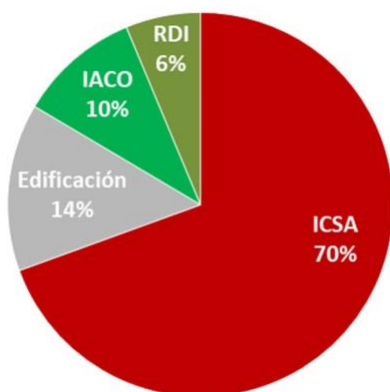
<sup>1</sup> Operating Income + Depreciation & Amortization + Financial Expenses in Cost of Sales + Results of Partnerships

<sup>2</sup> Includes combined backlog of I&C contracts, real estate sale and purchase agreements (including VAT), land sale and purchase agreements with third parties, and Building Unit contracts with third parties (DS49 with SERVIU).

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of pesos  
 Type of Balance : Consolidated



**Consolidated Income by Business Unit**

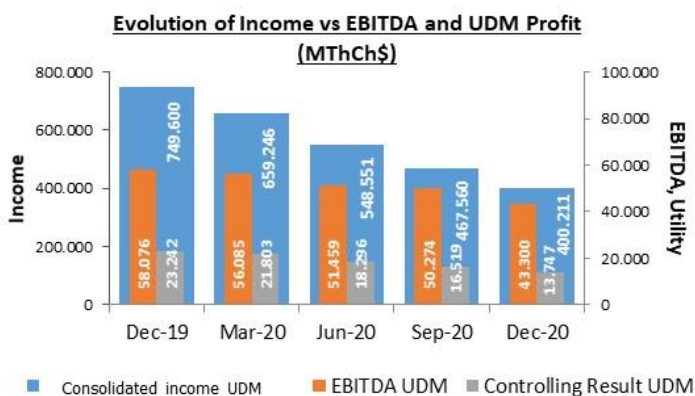


**Combined Backlog**

Dec-20

MM\$	2021	2022+	Total
ICSA Combined	488.999	514.195	1.003.194
<i>Consolidated</i>	455.170	497.725	952.895
<i>Non-consolidated</i>	33.829	16.470	50.299
IACO Combined	114.659	99.863	214.522
<i>Consolidated</i>	45.124	27.387	72.510
<i>Non-consolidated</i>	69.535	72.476	142.011
Building (DS49)	54.901	61.268	116.169
RDI (third parties)	6.112	9.954	16.066
<b>TOTAL</b>	<b>664.670</b>	<b>685.280</b>	<b>1.349.950</b>

**Evolution of Income vs EBITDA and UDM Profit (MThCh\$)**



Dec-19

MM\$	2020	2021+	Total
ICSA Combined	442.013	252.780	694.793
<i>Consolidated</i>	296.386	249.197	545.583
<i>Non-consolidated</i>	145.627	3.583	149.210
IACO Combined	116.185	63.720	179.905
<i>Consolidated</i>	41.692	19.317	61.009
<i>Non-consolidated</i>	74.493	44.403	118.896
Building (DS49)	46.639	73.102	119.741
RDI (third parties)	3.632	-	3.632
<b>TOTAL</b>	<b>608.469</b>	<b>389.602</b>	<b>998.071</b>

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of pesos  
 Type of Balance : Consolidated

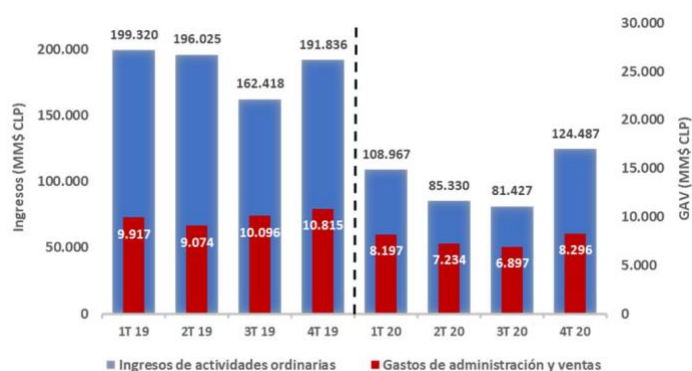


### **Covid-19 Impact**

With the onset of the Covid-19 pandemic in mid-March 2020, the Company defined a strategy with the purpose of caring for the health and life of workers, containing the impact on operations, properly serving customers in each business unit and paying special attention to safeguarding liquidity.

The decrease in income, as a result of the restrictions and postponement of the start of construction work and deeds, had an impact on all business units. However, the speed in the adjustment of costs and reduction of administrative and sales expenses, allowed us to mitigate the impact of the lower activity and end the year with positive results in all business units.

The graph below shows the evolution of consolidated income, reflecting the greater effects of the pandemic in the second and third quarters. On the other hand, it shows the decrease in GAV to mitigate the effect on operating income.



### **Status of the Business Units**

In the ICSA Unit, the sanitary measures implemented during 2020 had as a consequence (i) the delay of the beginning of construction of works already contracted, (ii) a lower progress of the works that were under execution, where new execution deadlines were rescheduled with a smaller staff to maintain distancing and (iii) the stoppage of work in specific cases. This had its greatest effect on income in the second and third quarters; however, as of September, with less restrictive sanitary measures, but always in strict adherence to sanitary protocols to protect the health of workers, projects that had been postponed were started, the speed of progress of the works increased, and the paralyzed works became active again. This was reflected in the higher income achieved in the fourth quarter of 2020. It is worth mentioning that during the year there has been a good dynamism in the sectors in which ICSA participates, mainly mining, which is reflected in the awarding of new projects totaling MThCh\$ 730,000, closing 2020 with a *backlog* of MThCh\$ 1,003,194.

In the case of the Building Unit, the execution progress of the projects contracted by IACO and DS49 projects was also affected by the restrictions implemented due to the pandemic, particularly in the months of June, July and August. As in ICSA, from September onwards, a recovery in the pace of execution of works began to be noticed, with the start of construction of 9 projects in the fourth quarter of 2020 out of the 17 real estate and DS49 projects that started construction during 2020.

In the real estate industry, the sanitary context of the country and the restrictions implemented during the year 2020 had an impact on (i) the demand for housing, which was reflected in a decrease in sales and an increase in abandonments and (ii) in the process of deeds due to delays in obtaining municipal receptions, the restrictions that financial institutions and notary offices had to attend to clients, among others, to carry out these operations. As of September, with the gradual de-financing of some municipalities, the demand for housing showed a significant recovery, as well as the obtaining of municipal receipts, initiating the deeds for most of the projects that had already completed their construction. In line with this, in the Aconcagua Real Estate Unit, the level of combined net pledging recovered, reaching MUF 2,237 in the fourth quarter, which represents 40% of the total pledging for the year. On the other hand, the combined 4Q20 deeded amount was MUF 1,524, representing one third of the combined deeded for the year. It is worth noting that IACO's geographic diversification and different product lines have been a mitigating factor in this context, as well as the level of stock of promises to be deeded with which the year 2020 started.

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of pesos  
 Type of Balance : Consolidated



## II. SUMMARY OF THE PERIOD BY BUSINESS UNIT

### Engineering & Construction Unit - ICSA

- **ICSA's Combined Proportional Income** was **MThCh\$ 422,706**, a decrease of MThCh\$ 333,438 (-44.1%) compared to the previous year. This decrease is mainly due to the effects of Covid-19 and restrictions implemented by authorities, principals and internal protocols. In addition, delays in the start of construction work. The months with the highest levels of restrictions during the year were June, July and August, decreasing income in 2Q20 and 3Q20, which showed a recovery in 4Q20.
- Of the combined income, **Consolidated Income** was **MThCh\$ 308,851**, a decrease of MThCh\$ 271,755 YoY, where all business lines saw their income decrease, reflecting the effects of the health contingency.
- **Gross Profit** for the year was MThCh\$ 25,857, with a **gross margin of 8.4%**, higher than the 6.2% of the previous year. The higher gross margin corresponds to a different mix of works in execution than in 2019 and to the adaptation of its cost structure to the new income levels in view of the new scenario imposed by Covid-19.
- **GAV** for the year was MThCh\$18,608, **lower by MThCh\$4,160 (-18%)** compared to 2019. The above reflects the adjustment plans implemented due to Covid-19 and the 4Q19 expense reduction plan.
- **Operating Income** was MThCh\$ 7,372, a decrease of MThCh\$ 5,845 (-44.2%) compared to 2019.
- **The Profit in Joint Ventures** was MThCh\$ 10,271 (- MThCh\$ 3,131 YoY) and comes mainly from the Fluor-Salfa Consortium (Spence SGO Project) which was MThCh\$ 12,397 and is currently in commissioning.
- **Profit Attributable to ICSA's Controlling Interest Owners** was **MThCh\$ 10,360**, MThCh\$ 6,805 (-39.6%) lower than in 2019.
- ICSA's work awards in 2020 were **MThCh\$ 730,000**, where in 4Q20 they reached MThCh\$ 356,000, where the Assembly, Underground Mining and Peru lines are the most important.
- The **combined backlog of works** reached **MThCh\$ 1,003,194**, 44% higher than MThCh\$ 694,793 as of Dec-19.
- Of the Total Combined Backlog, MThCh\$ 488,999 would be executable during the year 2021 (of which MThCh\$ 455,170 consolidate), and the rest from the year 2022 onwards.
- Regarding the **Proposals Submitted and Under Study**, the Company has continued to be active and close to its clients, particularly in the mining industry, which maintains a high level of activity. Thus, the backlog of Proposals Submitted and Under Study reached approximately **\$ 3.2 billion** as of Dec-20, higher than the \$ 2.3 billion as of Dec-19.

### Building Unit - Novatec

- Novatec's income comes from the construction of IACO's real estate projects (including the DS19&01 projects), the construction of subsidized housing (Constructora Noval - DS49) and the construction of infrastructure for the RDI Unit.
- **Income** for 2020 reached **MThCh\$ 62,661**, a decrease of MThCh\$ 27,680 (-30.6%) with respect to 2019, mainly explained by the lower progress of works due to the restrictions implemented by the Covid-19 pandemic. The accumulated income from subsidized housing in DS49 format was MThCh\$ 20,447, an increase of MThCh\$ 4,001 with respect to the previous year. The months of greatest restrictions during 2020 were June, July and August, and from September onwards, income recovered with the greater progress of works.
- **Gross margin was 9.0%**, up from 6.9% in 2019.
- **GAV** for the period reached **MThCh\$ 2,549**, which decreased by **MThCh\$ 706 (-22%)** compared to last year, reflecting the adjustment plans implemented due to Covid-19 and the 4Q19 expense reduction plan.
- **Income attributable to owners of the Parent Company was a profit of MThCh\$ 2,089 compared to MThCh\$ 2,265 in the previous year.**
- The **Combined Total Backlog** reached **MThCh\$ 176,257** MThCh\$ 176,257 at Dec-20, vs MThCh\$ 168,704 MThCh\$ 168,704 at Dec-19. Of the total backlog as of Dec-20, **MThCh\$ 116,169** corresponds to the construction of **housing with DS49 subsidy**, compared to MThCh\$ 119,741 as of Dec-19.
- Of the total backlog as of Dec-20, MThCh\$ 91,402 would be executable during 2021 (of which MThCh\$ 54,901 are DS49 projects) and the rest from 2022 onwards.

Taxpayer number : 96.885.880-7  
Period : 01-01-2020 as of 12-31-2020  
Type of Currency : Millions of pesos  
Type of Balance : Consolidated



### **Real Estate Unit - IACO**

- The **combined deeds**<sup>3</sup> for 2020 were **MUF 4,667**, compared to MUF 5,263 (-11%) last year. This decrease is in line with what happened in the real estate industry as a whole, affected mainly by the Covid-19 pandemic, particularly during the second and third quarters, and then recovering activity from September onwards. It is worth mentioning that during 4Q20, the combined deeds sales amounted to MUF 1,524, exceeding that of 4Q19.
- Of the total combined deeds of MUF 4,667, **MUF 1,674 (36%)** was consolidated deeds, compared to MUF 2,718 (52%) in 2019. *Partnership deeds* reached **MUF 2,993 (64%)** compared to MUF 2,545 (48%) the previous year.
- Combined deeds for 2020 showed a gross margin of 21.3% compared to 24.0% in the previous year. Gross margin on projects that consolidate reached 19.4%, compared to 21.6% in the previous year.
- Combined **GAV** for 2020 reached **MThCh\$17,508**, a decrease of **MThCh\$6,847 (-28%)** compared to the previous year. This decrease reflects the adjustment plans implemented due to Covid-19 and the 4Q19 expense reduction plan.
- **Total Profit** for the year was **MThCh\$ 5,922**, higher by **MThCh\$ 2,306 (+63.8%)** compared to the previous year, of which the **Net Income Attributable to the owners of IACO's Parent Company** was **MThCh\$ 2,441**, similar to 2019.
- The **combined net accumulated pledge**<sup>4</sup> for 2020 was **MUF 5,701**, where 40% was obtained in 4Q20, reflecting the higher activity of the industry. However, net pledge for the year decreased by **MUF 1,998 (-26%)** compared to the previous year, mainly as a result of the impacts of the pandemic. Pledges for 2020 were accompanied by a 20.7% vs. 8.8% drop of 2019. This is explained by (i) the current economic and health context and (ii) the lower base of comparison of gross pledges between 2020 and 2019.
- Of the combined pledge, the Homes & 4B Apartment line was MUF 2,746 (-30% YoY), Buildings was MUF 1,550 (-27% YoY) and Subsidized Housing reached MUF 1,406 (-13% YoY).
- The combined standing housing stock as of Dec-20 reached MUF 2,947 vs. MUF 3,556 as of Dec-19. Of the Dec-20 stock, MUF 1,028 is pledged and the rest is available for sale.
- The **total combined backlog of pledges**<sup>5</sup> as of Dec-20 was **MUF 7,379**, higher than the MUF 6,355 as of Dec-19. MUF 3,944 (53%) of the combined backlog as of Dec-20 would be deedable during 2021 (of which MUF 1,552 are from projects that consolidate), and the rest from 2022 onwards.
- Of the combined backlog, MUF 1,572 is from Buildings (-16% vs Dec-19), MUF 4,011 from Houses & 4P Dept (+30% vs Dec-19) and MUF 1,797 from Subsidized Housing (+29% vs Dec-19).
- Of the combined backlog, MUF 1,028 comes from standing stock, MUF 5,148 from projects under construction and MUF 1,203 from projects launched for sale that have not yet started construction.
- In addition to the combined backlog, as of Dec-20, IACO had projects available for sale with a **combined potential sale**<sup>6</sup> of approximately MUF 9,700 vs. MF 9,900 in Dec-19. Of the MUF 9,700 in 2020, MUF 1,918 comes from standing stock (MUF 2,331 in Dec-19), MUF 3,794 from projects under construction (MUF 4,567 in Dec-19), and MUF 3,982 from projects launched for sale whose start of construction is in the process of being defined by the Company (MUF 3,021 in Dec-19).

---

<sup>3</sup> Value includes VAT

<sup>4</sup> Value includes VAT

<sup>5</sup> Value includes VAT

<sup>6</sup> Value includes VAT



Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of pesos  
 Type of Balance : Consolidated



**Rentas & Desarrollo Inmobiliario Unit - RDI**

- o RDI's income is comprised of land sales and other miscellaneous income to third parties and Inmobiliaria Aconcagua.
- o RDI recorded **Ordinary Income** of MThCh\$ 27,908, MThCh\$ 12,314 lower than the previous year's sales, due to the effects of the Covid-19 pandemic.
- o **Net Income Attributable to the Parent Company of RDI** was MThCh\$ 213, compared to MThCh\$ 3,216 in the previous year.
- o At the closing of Dec-20, RDI managed 817 hectares (372 through consolidated companies and 445 in non-consolidated companies). The land under management is distributed between Antofagasta and Punta Arenas.
- o The **combined backlog of land purchase and sale pledges** as of Dec-20 was MUF 1,586 (69 hectares) compared to MUF 623 (22 hectares) as of Dec-19. Of the combined backlog as of Dec-20, MUF 762 would be deedable during 2021 (of which MUF 210 corresponds to sale to third parties) and the remainder from 2022 onwards.

**III. HIGHLIGHTS OF THE FOURTH QUARTER OF 2020**

***(i) ICSA Unit - Relevant Projects***

During 2020 ICSA was awarded projects for approximately MThCh\$ 730,000, of which MThCh\$ 356,000 were awarded during the fourth quarter, highlighting the Assembly, Underground Mining and Peru lines.

Projects awarded in the fourth quarter include the following:

Line of Business	Project	Client
Assemblies:	Estación Ciclones y Sistema Recuperación Aguas QB2	Cía Minera Teck Quebrada Blanca S.A.
Assemblies:	Construcción y Montaje Tercer Espesador de Relaves	Codelco (Div. Ministro Hales)
Assemblies:	Tailing Storage Facilities	Consorcio Fluor-Salfa
Assemblies:	Mantenimiento de Correas Transportadoras	Codelco (Div. Andina)
Projects & Services	Desarrollos, Preparacion y Habilitación Mina, Nivel 1 Norte	Codelco (Div. Chuqui Subte)
Projects & Services	Construcción y Montaje Ripios Dam Capacity	Minera Spence S.A.
Projects & Services	Sondajes Interior Mina y Superficie Sistema Diamantina	Yamana Gold
Projects & Services	Obras tempranas SNV-NA DACITA	Codelco (Div. El Teniente)
Construction (ZA):	Construcción Lomas de Baquedano, Porvenir	IM Porvenir
Construction (ZA):	Tierra Austral 120 Departamentos	SERVIU Magallanes
Construction:	Antena Satélite Park	Amazon
Construction:	Galpones El Peñón	Walmart Chile S.A.
Peru:	Chincheru Paquete I	MTC
Peru:	Tienda Plaza Veá Caminos del Inca	Supermercados Peruanos S.A.
Peru:	Movimiento Tierra Nuevas Plataformas Proyecto Toromocho	Minera Chinalco
Panama (IMI):	Suministro, Fabricación e Instalación	AES Andres Dr, S.A.

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of pesos  
 Type of Balance : Consolidated



**(ii) Inmobiliaria Aconcagua Unit (IACO) - Projects Launched for Sale**

During 2020, a total of **15 projects** were launched with a potential sale of approximately **MUF 5,300**. compared to 22 projects for MUF 8,873 in 2019.

In addition, in 2020 Inmobiliaria Noval was selected to develop **four new projects in DS19 format**, for a total of 690 homes, with a **potential sale of approximately MUF 1,259**, as follows:

Product Line	Project	N° Homes
Proyectos DS 19	Condominio Portal Bonilla (Concepción)	138
DS 19 projects	Mirador del Río (Chiguayante)	179
DS 19 projects	Portal del Bosque (San Pedro de la Paz)	180
DS 19 projects	Portal Las Acacias (Villa Alemana)	193

Also during 2020, 2 DS19 projects were delivered, benefiting 439 families in the Antofagasta and Villa Alemana Regions.

During the fourth quarter of 2020, **5 new projects & stages were launched** for sale with a **potential sale of MUF 1,480**.

The projects launched during the fourth quarter of this year were:

Buildings	Homes and 4B Apartments	Subsidized housing
	<ul style="list-style-type: none"> <li>Alto Volcanes E1 (Puerto Montt)</li> <li>Alerce 3B (Valparaíso)</li> <li>Laguna del Sol A10-a (Padre Hurtado)</li> <li>Sta. Margarita del Mar QD7 (La Serena)</li> <li>Brisas de Costa Laguna Sta 2b (Antofagasta)</li> </ul>	
<b>PxQ: -</b>	<b>PxQ: MUF 1.480</b>	<b>PxQ: -</b>

**(iii) Building Unit**

During 2020, the construction of **11 projects of the IACO Unit** between Buildings, Houses & Apartment 4P and Subsidized Homes began, totaling 1,878 homes. Of these projects, 8 began construction during the fourth quarter of 2020.

In addition, in 2020, construction began on **6 projects in DS49** format with a total of 1,950 homes, distributed among the regions of Arica-Parinacota, Valparaíso, Metropolitana, O'Higgins and Los Lagos.

During 2020, 1,241 DS49 homes were delivered, distributed in the Valparaíso, Metropolitana and Del Maule Regions.

Taxpayer number : 96.885.880-7  
Period : 01-01-2020 as of 12-31-2020  
Type of Currency : Millions of pesos  
Type of Balance : Consolidated



In 2020, the Building Unit was awarded three SERVIU projects in the Arica-Parinacota Region, consisting of the construction of a total of 279 homes in DS49 format for a total of approximately Ch\$ 12,700 million. These projects are:

Line of Business	Project	N° Homes
Construction DS49 Projects	Altozano (Arica-Parinacota)	71
Construction DS49 Projects	Sol del Valle I (Arica-Parinacota)	64
Construction DS49 Projects	Sol del Valle II (Arica-Parinacota)	144



Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of pesos  
 Type of Balance : Consolidated



#### IV. ANALYSIS OF THE CONSOLIDATED FINANCIAL STATEMENTS

The following analysis has been prepared using the Financial Statements of SalfaCorp S.A. for the period ended December 31, 2020, under International Financial Reporting Standards ("IFRS"). It is worth mentioning that as of March 2020, the taxonomy of balance sheet accounts includes the items "Right of Use Assets" and "Finance Lease Liabilities", both associated with the application of IFRS 16.

SalfaCorp's operating segments reflected in the Financial Statements are as follows: Engineering & Construction S.A. (**ICSA**), Building (**Novatec**), Inmobiliaria Aconcagua (**IACO**) and Rentas & Desarrollo Inmobiliario (**RDI**), and are described in Note 5 - Risk Management - to the Financial Statements. Some of these units record several affiliated companies using the equity method, both in Chile and abroad.

##### i. STATEMENT OF INCOME BY FUNCTION OF SALFACORP S.A. ACCUMULATED AS OF DECEMBER 31, 2020

(MThCh\$ of each period)	Dec-20	Dec-19	Variation %
Income from Ordinary Activities	400.211	749.600	-46,6%
<b>Gross profit</b>	<b>41.203</b>	<b>63.764</b>	<b>-35,4%</b>
% of income	10,3%	8,5%	
Other income	118	123	-4,8%
Administrative and selling expenses	(30.623)	(39.902)	-23,3%
% of income	-7,7%	-5,3%	
<b>Profit (loss) from operating activities:</b>	<b>10.697</b>	<b>23.986</b>	<b>-55,4%</b>
% of income	2,7%	3,2%	
<b>Profit (loss) from non-operating activities:</b>	<b>3.374</b>	<b>3.647</b>	<b>-7,5%</b>
Other (loss) profit	(161)	15	-
Financial Costs net of Financial Income	(8.513)	(10.156)	-16,2%
Interest in associates and joint ventures	12.850	14.495	-11,3%
Exchange rate differences	(115)	576	-120,0%
Results per readjustment unit	(687)	(1.283)	-46,5%
<b>Income tax expense</b>	<b>(222)</b>	<b>(4.371)</b>	<b>-94,9%</b>
<b>Total Profit for the Period</b>	<b>13.849</b>	<b>23.263</b>	<b>-40,5%</b>
% of income	3,5%	3,1%	
Profit (loss), attributable to Non-Controlling Interests	102	21	-
<b>Profit (loss), attributable to the Owners of the Parent Company</b>	<b>13.747</b>	<b>23.242</b>	<b>-40,9%</b>
% of income	3,4%	3,1%	
<b>EBITDA</b>	<b>43.300</b>	<b>58.076</b>	<b>-25,4%</b>
% of income	10,8%	7,7%	

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of pesos  
 Type of Balance : Consolidated



**Summary of results by Business Segment:**

	Dec-20					
(MThCh\$)	ICSA	Building	IACO	RDI	Corp y A&E	Consolidated
Income from operating activities	308.851	62.661	45.334	27.908	(44.542)	400.211
<i>% on consolidated income</i>	77,2%	15,7%	11,3%	7,0%		
EBITDA	26.756	3.196	7.258	5.008	1.082	43.300
<i>EBITDA margin</i>	8,7%	5,1%	16,0%	17,9%		10,8%
Controlling (Loss) Profit	10.360	2.089	2.441	213	(1.356)	13.747
<i>Net Margin</i>	3,4%	3,3%	5,4%	0,8%		3,4%

	Dec-19					
(MThCh\$)	ICSA	Building	IACO	RDI	Corp y A&E	Consolidated
Income from operating activities	580.606	90.341	98.984	40.221	(60.552)	749.600
<i>% on consolidated income</i>	77,5%	12,1%	13,2%	5,4%		
EBITDA	36.480	3.486	8.813	8.152	1.145	58.076
<i>EBITDA Margin</i>	6,3%	3,9%	8,9%	20,3%		7,7%
Controlling (Loss) Profit	17.165	2.265	2.458	3.216	(1.862)	23.242
<i>Net Margin</i>	3,0%	2,5%	2,5%	8,0%		3,1%

**Detail of EBITDA and interest capitalization by Business Segment:**

	Dec-20					
(MThCh\$)	ICSA	Building	IACO	RDI	Corp y A&E	Consolidate
Operating Result	7.372	3.099	1.051	30	(856)	10.697
(+) Dep. & Amort. Expenses	9.046	13	713	0	1.935	11.708
(+) Participation in Associates	10.271	83	3.189	(695)	3	12.850
(+) Interest on cost of sales	66	0	2.305	5.673	0	8.045
<b>EBITDA</b>	<b>26.756</b>	<b>3.196</b>	<b>7.258</b>	<b>5.008</b>	<b>1.082</b>	<b>43.300</b>

<b>Interest capitalized in the year</b>	<b>958</b>	<b>0</b>	<b>2.296</b>	<b>9.721</b>	<b>-</b>	<b>12.976</b>
---	------------	----------	--------------	--------------	----------	---------------

	Dec-19					
(MThCh\$)	ICSA	Buildin	IACO	RDI	Corp y A&E	Consolidate
Operating Result	13.217	3.004	4.647	3.559	(440)	23.986
(+) Dep. & Amort. Expenses	9.620	15	646	0	2.038	12.319
(+) Participation in Associates	13.402	467	802	276	(453)	14.495
(+) Interest on cost of sales	240	0	2.719	4.317	0	7.276
<b>EBITDA</b>	<b>36.480</b>	<b>3.486</b>	<b>8.813</b>	<b>8.152</b>	<b>1.145</b>	<b>58.076</b>

<b>Interest capitalized in the year</b>	<b>1.018</b>	<b>0</b>	<b>2.510</b>	<b>10.413</b>	<b>-</b>	<b>13.941</b>
---	--------------	----------	--------------	---------------	----------	---------------

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of pesos  
 Type of Balance : Consolidated



ii. BALANCE SHEET OF SALFACORP S.A. AS OF DECEMBER 31, 2020

(MThCh\$ of each period)	Dec-20	Dec-	Variation MThCh\$	%	(MThCh\$ of each period)	Dec-20	Dec-	Variation MThCh\$	%
<b>Current Assets, Total</b>	<b>335.320</b>	<b>378.464</b>	<b>(43.143)</b>	<b>-11,4%</b>	<b>Current Liabilities, Total</b>	<b>366.576</b>	<b>399.089</b>	<b>(32.513)</b>	<b>-8,1%</b>
Cash and cash equivalents	70.100	69.787	313	0,4%	Other financial liabilities	173.461	179.014	(5.554)	-3,1%
Other financial assets	1.004	646	358	55,4%	Construction Loans	49.771	55.955	(6.184)	-11,1%
Other non-financial assets	13.530	13.051	480	3,7%	Working Capital Loans	69.800	49.431	20.369	41,2%
Trade and other receivables	109.716	142.695	(32.979)	-23,1%	Structured Loans	13.115	18.426	(5.311)	-28,8%
Trade debtors ICOSA	79.854	121.268	(41.413)	-34,2%	Bonds	4.226	4.127	98	2,4%
Trade debtors Building	5.301	3.329	1.972	59,2%	Financial Leasing	5.612	6.371	(760)	-11,9%
Trade debtors Aconcagua Real Estate	16.749	11.860	4.889	41,2%	Options Land Purchase	0	2.720	(2.720)	-100,0%
Trade debtors Rentas & Des. Inmob.	7.500	6.152	1.348	21,9%	Project Financing	1.730	21.926	(20.196)	-92,1%
Trade debtors SalfaCorp	311	86	225	262,6%	Land Financing	29.207	20.057	9.150	45,6%
Accounts receivable from related entities	15.071	35.858	(20.787)	-58,0%	Leasing liabilities	2.181	2.160	22	1,0%
Inventories	75.505	75.800	(296)	-0,4%	Trade and other accounts payable	106.085	137.834	(31.749)	-23,0%
Raw material	3.566	4.144	(578)	-13,9%	Accounts payable to related entities	16.129	22.986	(6.857)	-29,8%
Finished homes	28.262	31.799	(3.537)	-11,1%	Other short-term provisions	647	1.210	(563)	-46,5%
Homes under construction	43.677	39.857	3.820	9,6%	Current tax liabilities	8.435	13.253	(4.818)	-36,4%
Tax assets	46.820	40.626	6.194	15,2%	Other current non-financial liabilities	59.638	42.632	17.007	39,9%
Assets held for sale	3.574	0	3.574	0,0%					
<b>Non-Current Assets, Total</b>	<b>736.624</b>	<b>706.615</b>	<b>30.009</b>	<b>4,2%</b>	<b>Non-Current Liabilities, Total</b>	<b>322.804</b>	<b>305.749</b>	<b>17.055</b>	<b>5,6%</b>
Other financial assets	1.243	1.431	(188)	-13,1%	Other financial liabilities	253.285	247.030	6.255	2,5%
Other non-financial assets	2.887	2.885	2	0,1%	Working Capital	15.765	4.000	11.765	294,1%
Non-current accounts receivable	20.609	24.927	(4.318)	-17,3%	Structured Loans	21.468	21.257	210	1,0%
Non-current inventories	296.845	283.994	12.851	4,5%	Bonds	169.312	167.449	1.864	1,1%
Land	145.338	121.431	23.907	19,7%	Financial Leasing	10.176	12.400	(2.223)	-17,9%
Land agreement	32.853	36.309	(3.457)	-9,5%	Land Purchase Options	19.326	18.783	543	2,9%
Infrastructure	81.326	52.829	28.497	53,9%	Project Financing	345	1.608	(1.263)	-78,6%
Construction	37.328	73.425	(36.097)	-49,2%	Land Financing	16.893	21.532	(4.639)	-21,5%
Accounts receivable from related entities	59.601	46.228	13.373	28,9%	Leasing liabilities	8.207	11.206	(2.998)	-26,8%
Investments in related entities	96.495	100.620	(4.124)	-4,1%	Accounts payable to related entities	1.377	493	884	179,4%
Intangible assets other than goodwill	64.435	64.888	(453)	-0,7%	Other long-term provisions	17.388	17.574	(186)	-1,1%
Goodwill	21.460	21.460	0	0,0%	Deferred tax liabilities	25.407	23.241	2.166	9,3%
Property, Plant and Equipment	57.634	52.832	4.803	9,1%	Non-current tax liabilities	4.384	4.384	(0)	0,0%
Rights of use assets	5.327	7.413	(2.086)	-28,1%	Other non-current non-financial liabilities	12.756	1.822	10.934	600,1%
Investment properties	5.476	5.631	(155)	-2,7%	<b>Liabilities, Total</b>	<b>689.381</b>	<b>704.838</b>	<b>(15.457)</b>	<b>-2,2%</b>
Non-current tax assets	33.412	26.482	6.931	26,2%	<b>Equity attributable to owners of the Parent</b>	<b>381.406</b>	<b>379.186</b>	<b>2.221</b>	<b>0,6%</b>
Deferred tax assets	71.198	67.825	3.373	5,0%	<b>Company</b>	<b>1.157</b>	<b>1.055</b>	<b>102</b>	<b>9,7%</b>
<b>Assets, Total</b>	<b>1.071.944</b>	<b>1.085.078</b>	<b>(13.134)</b>	<b>-1,2%</b>	<b>Non-controlling interests</b>	<b>382.563</b>	<b>380.240</b>	<b>2.323</b>	<b>0,6%</b>
					<b>Net Equity Total</b>	<b>1.071.944</b>	<b>1.085.078</b>	<b>(13.134)</b>	<b>-1,2%</b>
					<b>Net Equity and Liabilities, Total</b>	<b>437.134</b>	<b>439.409</b>	<b>(2.275)</b>	<b>-0,5%</b>
					<b>Financial Debt (including IFRS 16)</b>	<b>367.034</b>	<b>369.622</b>	<b>(2.588)</b>	<b>-0,7%</b>
					<b>Net Financial Debt (including IFRS 16)</b>	<b>0,96</b>	<b>0,97</b>		
					<b>Net Financial Leverage</b>	<b>1,80</b>	<b>1,85</b>		
					<b>Leverage Total</b>				

Taxpayer number : 96.885.880-7  
Period : 01-01-2020 as of 12-31-2020  
Type of Currency : Millions of Pesos  
Type of Balance : Consolidated



### **Assets**

**Total Assets** were MThCh\$ 1,071,944, a decrease of MThCh\$ 13,134 compared to Dec-19. This decrease was due to the combined effect of:

- (i) Decrease in Current Assets of MThCh\$ 43,143, where the main changes were:
  - a. Decrease in Trade Accounts Receivable of MThCh\$ 32,979, mainly from the ICSA unit.
  - b. Decrease of MThCh\$ 20,787 in Accounts Receivable from related entities.
  - c. Increase in tax assets by MThCh\$ 6,194.
  
- (ii) Increased Non-Current Assets by MThCh\$ 30,009, which is mainly explained by the combination of:
  - a. Increase in Non-Current Inventory for MThCh\$ 12,851, which mainly comes from land purchases for Buildings in IACO and for DS49 and DS19 projects and infrastructure.
  - b. Increase in non-current and deferred tax assets for MThCh\$ 10,304.
  - c. Increase in accounts receivable from related entities of MThCh\$ 13,373.
  - d. Decrease of MThCh\$ 4,124 in Investments in Related Companies.

### **Liabilities**

**Total Liabilities** were MThCh\$ 689,381, MThCh\$ 15,457 lower than Dec-19. This decrease is mainly explained by:

- (i) Decrease in Trade Accounts Payable in MThCh\$ 31,749.
- (ii) Decrease in accounts payable to related entities for MThCh\$ 6,857.
- (iii) Decrease in current tax liabilities by MThCh\$ 4,818.
- (iv) Increase in other non-current and non-financial liabilities for MThCh\$ 27,941.
- (v) Increase in current and non-current financial liabilities by MThCh\$ 702.
- (vi) Decrease in current tax liabilities is MThCh\$ 4,818.

The main changes in financial debt are detailed below.

**Total Net Equity** reached MThCh\$ 382,563 at the end of Dec-20, higher by MThCh\$ 2,323 compared to Dec-19, explained by the profit for the period, the provision for minimum dividends (30% of the profit for the year) and the movement of other equity reserves. **Equity attributable to owners of the Parent Company** was MThCh\$ 381,406, higher by MThCh\$ 2,221 compared to Dec-19.

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



**Summary of Balance Sheets by Business Segment:**

(MThCh\$)	Dec-20					
	ICSA	Building	IACO	RDI	Corp y A&E	Consolidated
Total Assets	497.193	106.556	323.204	299.050	(154.059)	1.071.944
Total Liabilities	300.959	72.636	240.400	193.391	(118.006)	689.381
Total Net Equity	196.234	33.920	82.804	105.659	(36.053)	382.563
Net Financial Debt	21.979	(35.219)	154.284	146.181	79.810	367.034
Leverage Total	1,53	2,14	2,90	1,83		1,80

(MThCh\$)	Dec-19					
	ICSA	Building	IACO	RDI	Corp y A&E	Consolidated
Total Assets	509.908	77.596	302.489	303.206	(108.120)	1.085.078
Total Liabilities	316.865	45.770	221.865	197.814	(77.476)	704.838
Total Net Equity	193.044	31.826	80.623	105.391	(30.644)	380.240
Net Financial Debt	44.251	(39.292)	138.544	153.759	72.360	369.622
Leverage Total	1,64	1,44	2,75	1,88		1,85

*Note:* Business Unit Net Financial Debt includes net debt position with SalfaCorp.

**Detail of Net Financial Liabilities - Consolidated**

Consolidated Financial Debt (MThCh\$ of each period)	Dec-20	Dec-19
Construction Loans	49.771	55.955
Land Options	19.326	21.503
Land Financing	46.101	41.589
Financial Leasing - Leasing	15.788	18.771
Financial Leasing - IFRS 16	10.389	13.366
Working Capital	85.565	53.431
Project Financing	2.075	23.534
Structured Loans	34.582	39.684
Corporate Bonds	173.538	171.576
<b>Total Financial Debt</b>	<b>437.134</b>	<b>439.409</b>
Less: Cash flow	(70.100)	(69.787)
<b>Net Financial Debt</b>	<b>367.034</b>	<b>369.622</b>
Portfolio Assignments Without Resp.	11.275	20.117
<b>TOTAL NET DEBT</b>	<b>378.309</b>	<b>389.739</b>

**Total Financial Debt** at Dec-20 reached MThCh\$ 426,746,746, similar to the close of Dec-19. The main movements between 2020 and 2019 were:

- (i) Decrease in project financing of MThCh\$ 21,459.
- (ii) Decrease in construction loans of MThCh\$ 6,184, reflecting the deeds of the year 2020.
- (iii) Decrease in structured loans for MThCh\$ 5,101, associated with the amortization of the Syndicated Loan.
- (iv) Decrease in financial leasing in MThCh\$ 2,983 associated with lower M&E financing.
- (v) Decrease in land options in MThCh\$ 2,178.
- (vi) Increase in land financing of MThCh\$ 4,511.
- (vii) Increase in working capital financing of MThCh\$ 32,134.

At the end of Dec-20, **Cash** was MThCh\$ 70,100, very similar to Dec-19. With this, Net Financial Debt (excluding IFRS 16) reached MThCh\$ 356,646. At the same time, portfolio disposals without liability decreased by MThCh\$ 8,842 MThCh\$. As a result, Total Net Debt (excluding IFRS 16) reached MThCh\$ 367,921, MThCh\$ 8,453 lower than Dec-19. When considering the IFRS 16 financial lease liabilities, **Total Net Debt** reached MThCh\$ 378,310, a decrease of MThCh\$ 11,429 compared to Dec-19.

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



**Structured Debt Maturity Profile at the end of December 2020:**

Maturity Profile (MUF)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Series B	53	53	53	53	53	53	53	53	26	-	-
Series G	53	53	53	53	53	53	53	53	53	53	53
Series P	-	333	667	667	333	-	-	-	-	-	-
Series S	-	-	-	-	-	500	500	500	500	-	-
Series T	-	150	-	-	250	100	100	100	100	200	-
Syndicated Loan	450	340	220	220	-	-	-	-	-	-	-
<b>Total Amortization</b>	<b>556</b>	<b>929</b>	<b>991</b>	<b>991</b>	<b>689</b>	<b>705</b>	<b>705</b>	<b>705</b>	<b>679</b>	<b>253</b>	<b>53</b>

The coverage ratios according to the sources of repayment of the financing are as follows:

Financing on Assets	Inventories + Fixed Assets <sup>7</sup>	Gross Debt over Collateral Assets <sup>8</sup>	Coverage Debt / Collateral Assets	Inventories + Fixed Assets + Trade	Gross Debt Associated with Assets &	Debt Coverage / Assets & Projects
Dec-2020	435.312	141.374	32%	565.637	229.014	40%
Sep-2020	434.798	152.529	35%	562.181	240.117	43%
Jun-2020	440.128	156.245	35%	552.233	250.688	45%
Mar-2020	431.908	155.895	36%	576.142	248.706	43%
Dec-2019	420.039	151.184	36%	587.661	228.150	39%

Structured Financing <sup>10</sup>	Ebitda UDM	Structured debt	Cash flow	Structured Net debt	Debt Coverage / Ebitda
Dec-2020	43.300	208.120	70.100	138.020	3,2x
Sep-2020	50.274	211.153	52.297	158.856	3,2x
Jun-2020	51.459	209.470	82.360	127.110	2,5x
Mar-2020	56.085	215.172	63.828	151.344	2,7x
Dec-2019	58.076	211.259	69.787	141.472	2,4x

<sup>7</sup> Includes Current Inventory + Non-Current Inventory + Property, Plant & Equipment + Right-of-Use Assets

<sup>8</sup> Includes Construction Loans + Land Options + Land Financing + Finance Leases (Leasing+IFRS 16)

<sup>9</sup> Includes Collateralized Fixed Assets Debt + Working Capital Loans + Project Financing

<sup>10</sup> Includes Structured Loans + SalfaCorp Bonds + Hedging Liabilities



Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



**iii. DIRECT CASH FLOW OF SALFACORP S.A. AS OF DECEMBER 31, 2020**

The total net cash flow according to IFRS classification for the period January - December 2020 was MThCh\$ 313.

The summary by segment for the period under analysis, according to IFRS classification, is as follows:

**Period Jan - Dec 2020**

Statement of Net Cash Flows (ThCh\$ of each period)	ICSA	Building	IACO	RDI	SalfaCorp and others	Adjustments	Consolidated
Operating Cash Flow	30.141	(1.024)	11.026	5.291	(759)	1.086	45.762
Investment Cash Flow	(17.011)	7	(10.392)	(5.748)	(623)	0	(33.767)
Cash Flow from Financing	(4.972)	3.915	9.777	(8.474)	(10.841)	(1.086)	(11.682)
<b>Total Cash Flow</b>	<b>8.158</b>	<b>2.898</b>	<b>10.411</b>	<b>(8.931)</b>	<b>(12.223)</b>	<b>0</b>	<b>313</b>

**Period Jan - Dec 2019**

Statement of Net Cash Flows (ThCh\$ of each period)	ICSA	Building	IACO	RDI	SalfaCorp and others	Adjustments	Consolidated
Operating Cash Flow	12.195	1.817	34.063	21.401	(6.223)	(3.966)	59.288
Investment Cash Flow	9.510	2	(21.672)	(15.314)	(421)	0	(27.895)
Cash Flow from Financing	(7.536)	(4.004)	(17.376)	(9.032)	(4.204)	3.966	(38.187)
<b>Total Cash Flow</b>	<b>14.169</b>	<b>(2.185)</b>	<b>(4.985)</b>	<b>(2.944)</b>	<b>(10.849)</b>	<b>(0)</b>	<b>(6.795)</b>

The cash flow analysis is presented in the following section.

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



#### IV. CASH GENERATION ANALYSIS OF SALFACORP S.A. AS OF DECEMBER 31, 2020

Consolidated Cash Flow MThCh\$	Dec-20	Dec-19
<b>Operating Income + Depr. &amp; Amort.</b>	<b>22.405</b>	<b>36.305</b>
- Net Financial Expense	(8.513)	(10.156)
- Res. Adjustment Units and Exchange Differenc	(802)	(707)
- Income Tax	(222)	(4.371)
<b>Subtotal Cash Flow Generation</b>	<b>12.868</b>	<b>21.071</b>
Short and Long Term Accounts Receivable & Shc	66.926	27.309
Finished Homes & Raw Material	4.115	33.873
Accounts Payable & Related Short Term	(44.804)	(15.578)
Other current non-financial liabilities	17.007	2.878
Other Non-Financial Non-Current Liabilities	10.934	(3.023)
<b>Subtotal Working Capital Flow</b>	<b>54.178</b>	<b>45.460</b>
Current Tax Assets	(6.194)	6.499
Current Financial Assets	(358)	(169)
Current Non-Financial Assets	(480)	(2.790)
Other Provisions	(563)	(18)
Current Tax Liabilities	(4.818)	(112)
<b>Subtotal current taxes and others</b>	<b>(12.413)</b>	<b>3.409</b>
<b>Total Operational Cash Flow</b>	<b>54.633</b>	<b>69.940</b>
Net Investment in Assets under Construction	4.293	(18.938)
Net Additions to Fixed Assets	(4.608)	(17.718)
<b>Subtotal Operational Investment</b>	<b>(315)</b>	<b>(36.656)</b>
Net Investment - Purchase of Land	(20.964)	939
Net Additions/Withdrawals of Investment Propel	155	(1.433)
Non-current Accounts Payable	(5.703)	(41)
Intangible Additions	(711)	(878)
<b>Subtotal Long-term investment</b>	<b>(27.223)</b>	<b>(1.413)</b>
Contributions and Withdrawals Partnerships in C	(6.786)	(2.043)
Additions, Removals & Acquisition of Companies	(1.757)	(10.468)
Dividends Received from Partnerships	13.362	13.196
<b>Subtotal Partnership Flow</b>	<b>4.819</b>	<b>686</b>
<b>Cash flow Investment and other long term</b>	<b>(22.719)</b>	<b>(37.383)</b>
<b>Deferred and Non-Current Taxes and Other</b>	<b>(13.511)</b>	<b>(11.364)</b>
<b>Dividends Paid (&amp; non-controlling interest)</b>	<b>(6.973)</b>	<b>(7.619)</b>
<b>Available Cash Flow</b>	<b>11.430</b>	<b>13.574</b>
<b>Application of Available Cash Flow:</b>		
Construction Loans	(6.184)	(13.233)
Land Options	(2.178)	(7.298)
Land Financing	4.511	(5.060)
Financial Leasing	(2.983)	2.819
Financial Leasing IFRS 16	(2.977)	13.366
<b>Subtotal Financing over Assets</b>	<b>(9.811)</b>	<b>(9.408)</b>
Working Capital Financing	32.134	10.933
Project Financing	(21.459)	(6.805)
Structured Loans	(5.101)	(2.022)
SalfaCorp Bonds	1.962	1.827
Hedging Liabilities	0	(145)
Cash and Cash Equivalent	(313)	6.795
<b>Subtotal Other Cash Flow Financing</b>	<b>7.223</b>	<b>10.582</b>
<b>Net Financial Debt Variation</b>	<b>(2.588)</b>	<b>1.174</b>
Assignments without Liability	(8.842)	(14.748)
<b>Flow of Financing Sources</b>	<b>(11.430)</b>	<b>(13.574)</b>

Operating Cash Flow ("FO") for the year 2020 was MThCh\$ 54,633.

The FO includes an operating result of MThCh\$ 12,868, a release of capital of operational work for MThCh\$ 54,178, and the decrease in the flow of current taxes and others for MThCh\$ (12,413).

The working capital cash flow mainly includes:

- MThCh\$ 66,926 in decrease in accounts receivable.
- MThCh\$ 4,115 decrease in finished homes, reflecting the 4Q20 particularly in deeds.
- MThCh\$ 27,941 due to an increase in other non-financial current and non-current liabilities (mainly advances).
- MThCh\$ (44,804) in decrease in accounts payable. This flow does not consider unpaid accounts payable of MThCh\$ 9,047 MThCh\$ 9,047 of PP&E performed in December 2020.

Investment Cash Flow for 2020 was MThCh\$ (22,719), vs MThCh\$ (37,383) for Dec-19.

The main items were as follows:

- MThCh\$ (4,608) of PP&E. Excludes MThCh\$ 9,047 additions made in December 2020 that were not paid.
- MThCh\$ (20,964) of net increase in non-current inventory, mainly in land purchases for Buildings, DS19 and DS49 projects, and Infrastructure.
- MThCh\$ 4,819 of cash flow from Partnerships, which contains contributions to partnerships, additions and dividends received.

Available Cash Flow for the year 2020 was MThCh\$ 11,430. This cash flow reduced financial indebtedness.

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



**v. SIGNIFICANT INDICATORS OF SALFACORP S.A. AS OF DECEMBER 31, 2020**

Comparative indicators of SalfaCorp are as follows: are as follows:

Financial Indicators		Dec-20	Dec-19
Liquidity	(times)	0,91	0,95
Indebtedness	(times)	1,80	1,85
Net Financial Indebtedness	(times)	0,96	0,97
Net Financial Debt / EBITDA (12 m)	(times)	8,48	6,36
EBITDA (12m) / Net Financial Expenses (12m)	(times)	5,09	5,72
Return on Controller's Equity	%	3,6%	6,1%

The financial indicators that showed the greatest variation between Dec-19 and Dec-20 were as follows:

- **Net Financial Debt / EBITDA:** the increase in this indicator is mainly due to the lower EBITDA of the last 12 months, for reasons explained above.
- **ROE:** the decrease is due to the lower income attributable to the parent company in the last 12 months, for reasons explained above.

**vi. FINANCIAL OBLIGATIONS OF SALFACORP S.A. AS OF DECEMBER 31, 2020**

As of December 31, 2020 SalfaCorp has all of its contractual obligations for financing in compliance. A summary of the principal financial *covenants* in compliance is as follows:

Covenants vigentes		Dec-20	Dec-19	Limit
<b>Bonds, Lines N° 642 y 643:</b>				
Consolidated Net Financial Indebtedness	(times)	0,82	0,85	2,0x
Consolidated Net Financial Expenses Coverage	(times)	4,20	4,88	2,5x
<b>Bonds, Lines N° 534 y 892</b>				
Consolidated Net Financial Indebtedness	(times)	0,82	0,85	2,0x
Consolidated Net Financial Expenses Coverage	(times)	4,18	4,88	2,5x
<b>Syndicated Loan 2017:</b>				
Level of Indebtedness	(times)	1,61	1,66	2,1x
Consolidated Net Financial Expenses Coverage	(times)	4,18	4,88	2,5x
Equity Attributable to the Parent Company	MThCh\$	381.406	379.186	310.000

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



**V. ANALYSIS OF THE DIFFERENCES THAT MAY EXIST BETWEEN THE BOOK VALUES AND THE ECONOMIC AND/OR MARKET VALUES OF THE MAIN ASSETS.**

The asset valuation criteria are described in detail in Note 2 (Summary of Significant Accounting Policies) to the Financial Statements.

The material differences between book and market values in the **Consolidated Financial Statements** are as follows:

***Inventory of Land and Investment properties.***

The inventory corresponds to land with a defined development or marketing plan, within a horizon of one year (current inventory) or more than one year (non-current inventory).

Investment properties mainly comprise land for development of future real estate projects, future sales and land for long-term goodwill, which are acquired through different contractual modalities, for which there is no concrete development plan at the date of issuance of the financial statements. All of them are valued based on the cost model (book value at the date) - IAS 40.

According to notes 13 and 20 to the financial statements as of December 31, 2020, the Inventory of Land and Investment Properties are not impaired and, on the contrary, their carrying amounts are significantly lower than the appraised value at that date.

The estimated difference between the book values and appraised values of these lands<sup>11</sup> is as follows:

Type of Asset	Book Value 12-31-2020 (MThCh\$)	Appraised Value <sup>12</sup> 12-31-2020 (MThCh\$)	Book Value 12-31-2019 (MThCh\$)	Appraised Value <sup>13</sup> 12-31-2019 (MThCh\$)
Land under agreement, non-current <sup>14</sup>	32.853	75.286	36.309	89.974
Non-current land <sup>15</sup>	145.338	145.338	121.431	121.431
Investment Properties <sup>16</sup>	5.476	5.476	5.631	5.631
<b>Total</b>	<b>183.667</b>	<b>226.100</b>	<b>163.371</b>	<b>217.036</b>

In the table above it is worth mentioning that as of December 31, 2020 and December 31, 2019, the Investment Properties balance only contains rental housing.

The above analysis shows that the appraised values are higher than the book values of land. However, the book values of the land do not include the infrastructure (in progress or completed), whose values are detailed in Note 13.

<sup>11</sup> This analysis excludes differences of this type that occur in companies that are not consolidated in SalfaCorp.

<sup>12</sup> Contains management estimates

<sup>13</sup> Contains management estimates

<sup>14</sup> Note 13.2 Non-Current Inventory, item Land Agreement

<sup>15</sup> Note 13.2 Non-Current Inventory, Land Item

<sup>16</sup> Note 19.1 Investment Properties

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



## VI. ANALYSIS OF BUSINESS UNIT: SALFA INGENIERÍA Y CONSTRUCCIÓN S.A. (ICSA)

### ACCUMULATED INCOME STATEMENT BY FUNCTION OF ICSA AS OF DECEMBER 31, 2020

(MThCh\$ of each period)	Dec-20	Dec-19	Variation	
			MThCh\$	%
Income from Ordinary Activities	308.851	580.606	(271.755)	-46,8%
<b>Gross profit</b>	<b>25.857</b>	<b>35.891</b>	<b>(10.034)</b>	<b>-28,0%</b>
% of income	8,4%	6,2%		
Other income	123	94	29	30,9%
Administrative and selling expenses	(18.608)	(22.768)	4.160	-18,3%
% of income	-6,0%	-3,9%		
<b>Profit (loss) from operating activities:</b>	<b>7.372</b>	<b>13.217</b>	<b>(5.845)</b>	<b>-44,2%</b>
% of income	2,4%	2,3%		
<b>Profit (loss) from non-operating activities:</b>	<b>2.210</b>	<b>6.184</b>	<b>(3.974)</b>	<b>-64,3%</b>
Other (loss) profit	(169)	14	(183)	-
Financial Costs net of Financial Income	(6.263)	(6.479)	215	-3,3%
Interest in associates and joint ventures	10.271	13.402	(3.131)	-23,4%
Exchange rate difference	(112)	500	(612)	-122,5%
Results per readjustment unit	(1.517)	(1.253)	(264)	-
<b>Income tax expense</b>	<b>858</b>	<b>(2.217)</b>	<b>3.075</b>	<b>-138,7%</b>
<b>Total Profit for the Period</b>	<b>10.440</b>	<b>17.184</b>	<b>(6.744)</b>	<b>-39,2%</b>
% of income	3,4%	3,0%		
Profit (loss), attributable to non-controlling interest	80	18	61	332,4%
<b>Profit (loss), attributable to the Owners of the Parent Company</b>	<b>10.360</b>	<b>17.165</b>	<b>(6.805)</b>	<b>-39,6%</b>
% of income	3,4%	3,0%		
<b>EBITDA</b>	<b>26.756</b>	<b>36.480</b>	<b>(9.724)</b>	<b>-26,7%</b>
% of income	8,7%	6,3%		

It should be noted that during the year 2020, an important part of ICSA's profit shows a higher weighting of the result in the joint ventures line, in particular the Spence Project.

According to the above, **Combined Proportional Income** of ICSA was MThCh\$ 422,706, a decrease of MThCh\$ 333,438 (-44.1%) compared to 2019. The above is explained by the decrease in consolidated income by MThCh\$ 271,755 and in proportional income from consortia by MThCh\$ 61,684. This decrease is mainly due to the effects of Covid-19 and restrictions implemented by authorities, principals and internal protocols. Additionally, delays in the start of works. The months with the highest levels of restrictions during the year were June, July and August, decreasing income in 2Q20 and 3Q20, which showed a recovery in 4Q20.

Of the combined income, **Consolidated Income** was MThCh\$ 308,851, a decrease of MThCh\$ 271,755 YoY, where all business lines saw their income decrease as a consequence of the health contingency.

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



The distribution of Income from Ordinary Activities as of December 2020 and 2019 by line of business is as follows. following:

Income from Activities by Business Area	Dec-20	Dec-19	Var	Var
	MThCh\$	MThCh\$	MThCh\$	%
Assemblies	134.429	275.396	(140.967)	-51,2%
Mining Projects and Services	53.583	75.788	(22.205)	-29,3%
Construction	94.482	135.954	(41.472)	-30,5%
Perú	24.523	74.505	(49.982)	-67,1%
Others	1.833	18.963	(17.130)	-90,3%
<b>Sub-Total Consolidated</b>	<b>308.851</b>	<b>580.606</b>	<b>(271.755)</b>	<b>-46,8%</b>
Colombia/Panamá	3.061	2.657	404	15,2%
Fluor-Salfa Consortium	101.094	153.960	(52.866)	-34,3%
Other Consortiums	9.699	18.920	(9.221)	-48,7%
<b>Sub-Total Consortiums (Proportional)</b>	<b>113.854</b>	<b>175.538</b>	<b>(61.684)</b>	<b>-35,1%</b>
<b>Total Combined (Proportional)</b>	<b>422.706</b>	<b>756.144</b>	<b>(333.438)</b>	<b>-44,1%</b>

At the close of the December 2020 Financial Statements, ICSA has been awarded a volume of contracts that allowed it to reach a backlog of MThCh\$ 1,003,194, 44% higher compared to Dec-19 (MThCh\$ 694,793). Of the total combined backlog, the executable during 2021 would reach MThCh\$ 488,999 (MThCh\$ 455,170 would be part of consolidated income) and the balance would be executed from 2022 onwards.

At the end of the same period, ICSA had \$3.2 billion in projects submitted and under study, up from \$2.3 billion at Dec-19.

The (combined) backlog of the Engineering and Construction Business Unit is as follows:

Backlog by Business Area	Dec-20			Dec-19
	Executable within 12 months (MThCh\$)	Executable in more than 12 months (MThCh\$)	Total (MThCh\$)	Total (MThCh\$)
Assemblies	237.977	314.650	552.628	327.576
Mining Projects & Services	80.115	133.999	214.115	46.976
Construction	104.758	24.815	129.573	160.032
Perú	32.319	24.261	56.580	11.000
<b>Total Consolidated</b>	<b>455.170</b>	<b>497.725</b>	<b>952.896</b>	<b>545.584</b>
Panamá	8.591	15.176	23.767	11.365
Fluor-Salfa Consortium	19.082	-	19.082	134.651
Other Consortiums	6.155	1.294	7.449	3.193
<b>Total Combined</b>	<b>488.999</b>	<b>514.195</b>	<b>1.003.194</b>	<b>694.793</b>

Of the combined backlog as of Dec-20, MThCh\$ 317,942 (32%) of the backlog represents recurring income (Industrial Maintenance + Underground Mining), MThCh\$ 194,071 higher than Dec-19.



Taxpayer number : 96.885.880-7  
Period : 01-01-2020 as of 12-31-2020  
Type of Currency : Millions of Pesos  
Type of Balance : Consolidated



The evolution of the Backlog is shown below:

**Gross Profit** for the period was **MThCh\$ 25,857**, reflecting a **gross margin** of 8.4%, higher than the 6.2% of the previous year. The higher gross margin corresponds to a different mix of works in execution than in 2019 and to the adaptation of its cost structure to the new income levels in view of the new scenario imposed by Covid- 19.

**Profit from Operating Activities** was MThCh\$ 7,372, a decrease of MThCh\$ 5,845 (-44.2%) compared to 2019, and contains **GAV** of MThCh\$ 18,608, lower by MThCh\$ 4,160 compared to 2019. The above reflects the adjustment plan implemented since the end of 2019 and the adjustment plan by Covid-19.

**Equity in associates and joint ventures reached MThCh\$ 10,271**, MThCh\$ 3,131 lower than last year. The profit from the Fluor-Salfa Consortium (Spence SGO Project) was MThCh\$ 12,397, MThCh\$ 1,779 lower than last year.

**EBITDA** reached **MThCh\$ 26,756**, MThCh\$ 9,724 lower than the previous year, with a margin on income of 8.7%, higher than the 6.3% recorded in 2019.

The **result from non-operating activities** was **MThCh\$ 2,210**, MThCh\$ 3,974 lower than the previous year, mainly explained by the decrease in the aforementioned gain from joint ventures.

Consequently, **income attributable to owners of the Parent Company** was MThCh\$ 10,360, MThCh\$ 6,805 lower than last year.

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 21-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



## VII. BUSINESS UNIT ANALYSIS: BUILDING

### ACCUMULATED STATEMENT OF INCOME BY FUNCTION OF BUILDING AS OF DECEMBER 31, 2020

(MThCh\$ of each period)	Dec-20	Dec-19	Variation	
			MM\$	%
Income from Ordinary Activities	62.661	90.341	(27.680)	-30,6%
<b>Gross profit</b>	<b>5.654</b>	<b>6.258</b>	<b>(605)</b>	<b>-9,7%</b>
% of income	9,0%	6,9%		
Other income	(6)	0	(6)	-
Administrative and selling expenses	(2.549)	(3.255)	706	-21,7%
% of income	-4,1%	-3,6%		
<b>Profit (loss) from operating activities:</b>	<b>3.099</b>	<b>3.004</b>	<b>96</b>	<b>3,2%</b>
% of income	4,9%	3,3%		
<b>Profit (loss) from non-operating activities:</b>	<b>(530)</b>	<b>130</b>	<b>(660)</b>	<b>-509,1%</b>
Other (loss) profit	(8)	0	(9)	-
Financial Costs net of Financial Income	(217)	(47)	(170)	358,7%
Interest in associates and joint venture	83	467	(384)	-82,2%
Exchange rate difference	0	(4)	4	-
Results per readjustment unit	(388)	(287)	(101)	35,0%
<b>Income tax expense</b>	<b>(475)</b>	<b>(866)</b>	<b>390</b>	<b>-45,1%</b>
<b>Total Profit for the Period</b>	<b>2.094</b>	<b>2.267</b>	<b>(173)</b>	<b>-7,7%</b>
% of income	3,3%	2,5%		
Profit (loss), attributable to non-controlling interests	5	3	2	68,1%
<b>Profit (loss), attributable to the Owners of the Parent Company</b>	<b>2.089</b>	<b>2.265</b>	<b>(176)</b>	<b>-7,8%</b>
% of income	3,3%	2,5%		
<b>EBITDA</b>	<b>3.196</b>	<b>3.486</b>	<b>(291)</b>	<b>-8,3%</b>
% of income	5,1%	3,9%		

The Income Statement of the Building Business Unit corresponds to the construction of IACO real estate projects and projects with related real estate associations of IACO. It is worth mentioning that the sale of subsidized housing (DS01 and DS19), through Inmobiliaria Noval, is part of the IACO Unit, while the subsidized housing construction line (DS49), through Constructora Noval, remains in the Building Unit. Additionally, it includes the construction of infrastructure for the RDI Unit and real estate associations.

The distribution of income as of December 2020 and 2019 is as follows:

Income from ordinary activities by business area	Dec-20 MThCh\$	Dec-19 MThCh\$	Var. MThCh\$	Var. %
Projects w/Own property development compar	17.907	31.133	-13.226	-42,5%
Projects w/Property development company Pa	10.794	15.602	-4.808	-30,8%
Housing Construction w/Subs. DS 01 and 19	13.513	27.160	-13.647	-50,2%
Housing Construction w/Subs. DS 49	20.447	16.446	4.001	24,3%
<b>Total</b>	<b>62.661</b>	<b>90.341</b>	<b>-27.680</b>	<b>-30,6%</b>

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 21-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



**Income from ordinary activities** accumulated as of Dec-20 reached **MThCh\$ 62,661**, a decrease of MThCh\$ 27,680 (-30.6%) compared to the previous year, explained by the lower progress of works as a result of the restrictions implemented due to the Covid-19 pandemic. The accumulated income from subsidized housing in DS49 format was MThCh\$ 20,447, an increase of MThCh\$ 4,001 compared to the previous year. The months of greatest restrictions during 2020 were June, July and August, and from September onwards, income recovered with the greater progress of works.

**Gross Profit** was MThCh\$ 5,654, lower by MThCh\$ 605 compared to 2019, with a **gross margin** of 9.0%, up from 6.9% in 2019, and reflecting the mix of works executed in the period along with a higher weighting of DS49 projects.

**Selling and Administrative Expenses** reached MThCh\$ 2,549, a decrease of MThCh\$ 706 compared to 2019, explained by the adjustment plan implemented since the end of 2019 and the adjustment plan due to Covid-19.

**Income from Operating Activities** reached MThCh\$ 3,099, an increase of MThCh\$ 96 over the previous year. Likewise, the operating margin over income reached 4.9%, higher than the 3.3% of 2019.

As a result of the above, at the end of 2020, **EBITDA** reached **MThCh\$ 3,196**, lower by MThCh\$ 291 and with a margin over income of 5.1% compared to 3.9% in the previous year.

**Income attributable to owners of the Parent Company** was a **profit of MThCh\$ 2,089**, compared to MThCh\$ 2,265 in the previous year.

In turn, the Building Business Unit's backlog is as follows:

Backlog by Business Area	Dec-20			Dec-19
	Executable within 3 months (MThCh\$)	Executable in more than 12 months (MThCh\$)	Total (MThCh\$)	Total (MThCh\$)
Projects w/Own property development comp:	3.815	-	3.815	10.424
Projects w/Property development company P:	26.269	6.353	32.621	25.344
Housing Construction w/Subs. DS 01 and 19	6.417	17.234	23.652	13.195
Housing Construction w/Subs. DS 49	54.901	61.268	116.169	119.741
<b>Total Combined</b>	<b>91.402</b>	<b>84.855</b>	<b>176.257</b>	<b>168.704</b>

Of the total backlog as of Dec-20, MThCh\$ 116,169 corresponds to the construction of housing with DS49 subsidy, compared to MThCh\$ 119,741 as of Dec-19.

Of the total backlog as of Dec-20, MThCh\$ 91,402 would be executable during 2021 (of which MThCh\$ 54,901 are DS49 projects) and the rest from 2022 onwards.

This Backlog does not include the future construction starts of the real estate projects of the IACO Unit (owned and with partners) and of the DS01 and DS19 subsidized housing that have not yet signed the contracts between the construction company and the real estate companies

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 21-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



## VIII. BUSINESS UNIT ANALYSIS: INMOBILIARIA ACONCAGUA

### i. ACCUMULATED COMBINED STATEMENT OF INCOME OF IACO BY FUNCTION AS OF DECEMBER 31, 2020

The following is the Statement of Combined Income of the IACO Unit, which consolidates line-by-line its own real estate projects and those in partnerships with third parties.

(MThCh\$ of each period)	Dec-20	Dec-19	Variation	
			MThCh\$	%
Income from ordinary activities	122.153	135.453	(13.300)	-9,8%
<b>Gross profit</b>	<b>26.373</b>	<b>32.595</b>	<b>(6.223)</b>	<b>-19,1%</b>
% of income	21,6%	24,1%		
Other income	-	29	(29)	-100,0%
Administrative and selling expenses	(17.508)	(24.355)	6.847	-28,1%
% of income	-14,3%	-18,0%		
<b>Profit (loss) from operating activities</b>				
<b>Operating Activities</b>	<b>8.864</b>	<b>8.270</b>	<b>595</b>	<b>7,2%</b>
% of income	7,3%	6,1%		
<b>Profit (loss) from Non-Operating Activities:</b>	<b>(1.917)</b>	<b>(4.288)</b>	<b>2.371</b>	<b>-55,3%</b>
Other (loss) profit	0	0	0	-
Financial Costs net of Financial Income	(2.500)	(3.313)	814	-24,6%
Interest in associates and joint ventures	959	(758)	1.717	-226,5%
Exchange rate differences	(0)	(0)	(0)	-
Results per readjustment unit	(376)	(217)	(159)	73,5%
<b>Income tax expense</b>	<b>(1.025)</b>	<b>(366)</b>	<b>(660)</b>	<b>180,3%</b>
<b>Total profit for the period</b>	<b>5.922</b>	<b>3.616</b>	<b>2.306</b>	<b>63,8%</b>
% of income	4,8%	2,7%		
Profit (loss), attributable to non-controlling interests	3.481	1.158	2.324	200,7%
<b>Profit (loss), attributable to the Owners of the Parent Company</b>	<b>2.441</b>	<b>2.458</b>	<b>(17)</b>	<b>-0,7%</b>
% of income	2,0%	1,8%		
<b>EBITDA</b>	<b>15.435</b>	<b>13.383</b>	<b>2.052</b>	<b>15,3%</b>
% of income	12,6%	9,9%		

Combined housing sales income for the year 2020 reached ThCh\$ 122,153, a decrease of ThCh\$ 13,300 (-9.8%) compared to the previous year. This decrease is in line with what happened in the real estate industry as a whole, affected mainly by the Covid-19 pandemic, particularly during the second and third quarters, and then recovering activity from September onwards. It is worth mentioning that during 4Q20 the combined deedings were MUF 1,524 (+MUF 204 vs. 4Q-19).

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



The distribution of combined income as of December 2020 and 2019 is as follows:

Income from Ordinary Activities by Product	Dec-20 MThCh\$	Dec-19 MThCh\$	Var MThCh\$	Var %
Homes and 4B Apartments	9.408	24.035	(14.627)	-60,9%
Buildings	15.052	22.070	(7.018)	-31,8%
Subsidized housing (Noval)	19.503	22.232	(2.729)	-12,3%
other sales	1.371	30.648	(29.277)	-95,5%
<b>Sub-Total Consolidated</b>	<b>45.334</b>	<b>98.984</b>	<b>(53.650)</b>	<b>-54,2%</b>
Homes and 4B Apartments	31.799	37.323	(5.524)	-14,8%
Buildings	34.936	19.867	15.069	75,8%
Subsidized housing (Noval)	8.963	6.137	2.826	46,0%
<b>Sub-Total Non-Consolidated</b>	<b>75.697</b>	<b>63.326</b>	<b>12.371</b>	<b>19,5%</b>
<b>Adjustments &amp; Eliminations</b>	<b>1.122</b>	<b>(26.857)</b>	<b>27.979</b>	<b>-104,2%</b>
<b>Total Combined</b>	<b>122.153</b>	<b>135.453</b>	<b>(13.300)</b>	<b>-9,8%</b>

On the other hand, the summary of housing income margins is as follows:

Income Distribution	Dec-20 MThCh\$	Dec-19 MThCh\$
Deeds on consolidated projects	43.963	68.336
<i>Gross Margin % Consolidated Deeds</i>	<i>19,4%</i>	<i>21,6%</i>
Income from fees and others	1.371	30.648
<b>Income - Consolidated</b>	<b>45.334</b>	<b>98.984</b>
<i>Gross Margin % Income - Consolidated</i>	<i>19,3%</i>	<i>16,0%</i>
Deeding Associations	75.697	63.326
<i>Gross margin % Deeding associations</i>	<i>22,4%</i>	<i>26,0%</i>
<b>Total Deeds - Combined</b>	<b>119.660</b>	<b>131.662</b>
<i>Gross margin % Deeds - Combined</i>	<i>21,3%</i>	<i>24,0%</i>
<b>Total income - Combined</b>	<b>122.153</b>	<b>135.453</b>
<i>Gross margin % Income - Combined</i>	<i>21,6%</i>	<i>24,1%</i>
<b>Total Deeds - Combined Proportional</b>	<b>80.061</b>	<b>98.127</b>
<i>Gross Margin % Deeds - Comb. Proportion</i>	<i>20,7%</i>	<i>22,9%</i>

As of Dec-20, total combined housing deeds showed a gross margin of 21.3%, compared to 24.0% for 2019. The gross margin of consolidated deeds reached 19.4%, compared to 21.6% recorded for 2019, reflecting the sales mix for the period.

Combined **GAV** for the year reached **MThCh\$ 17,508**, a **decrease of MThCh\$ 6,847** compared to the previous year. This decrease reflects the adjustment plan implemented since the end of 2019 and the adjustment plan for Covid-19.

Consequently, **EBITDA** for 2020 reached **MThCh\$ 15,435**, **MThCh\$ 2,052 higher** than in 2019.

The Total Net Income of the real estate business of IACO was **MThCh\$ 5,922** as of Dec-20, an increase of MThCh\$ 2,306 compared to the previous year. Of this Net Income, **MThCh\$ 2,441** corresponds to the Controlling Interest, similar to 2019

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



ii. ACCUMULATED STATEMENTS OF INCOME BY FUNCTION OF IACO AS OF DECEMBER 31, 2020

(MThCh\$ of each period)	Dec-20	Dec-19	Variation	
			MThCh\$	%
Income from Ordinary Activities	45.334	98.984	(53.650)	-54,2%
<b>Gross profit</b>	<b>8.768</b>	<b>15.829</b>	<b>(7.061)</b>	<b>-44,6%</b>
% of income	19,3%	16,0%		
Other income	(0)	29	(29)	-
Administrative and selling expenses	(7.717)	(11.211)	3.495	-31,2%
% of income	-17,0%	-11,3%		
<b>Profit (loss) from operating activities:</b>	<b>1.051</b>	<b>4.647</b>	<b>(3.595)</b>	<b>-77,4%</b>
% of income	2,3%	4,7%		
<b>Profit (loss) from non-operating activities:</b>	<b>1.219</b>	<b>(1.817)</b>	<b>3.036</b>	<b>-167,1%</b>
Other (loss) profit	0	0	0	-
Financial Costs net of Financial Income	(1.757)	(2.544)	787	-30,9%
Interest in associates and joint ventures	3.189	802	2.387	297,8%
Exchange rate differences	(0)	(0)	(0)	-
Results per readjustment unit	(212)	(75)	(138)	184,4%
<b>Income tax expense</b>	<b>201</b>	<b>(343)</b>	<b>544</b>	<b>-158,6%</b>
<b>Total Profit for the Period</b>	<b>2.471</b>	<b>2.487</b>	<b>(16)</b>	<b>-0,6%</b>
% of income	5,5%	2,5%		
Profit (loss), attributable to non-controlling interests	31	29	2	6,8%
<b>Profit (loss), attributable to the Owners of the Parent Company</b>	<b>2.441</b>	<b>2.458</b>	<b>(17)</b>	<b>-0,7%</b>
% of income	5,4%	2,5%		
<b>EBITDA</b>	<b>7.258</b>	<b>8.813</b>	<b>(1.554)</b>	<b>-17,6%</b>
% of income	16,0%	8,9%		

**Income from Ordinary Activities** corresponds to the sale of homes in the Company's own real estate projects and projects of related real estate associations whose income is consolidated in the financial statements of this Business Unit.

**Consolidated Income** for 2020 reached **MThCh\$ 45,334**, a decrease of ThCh\$ 53,650 (-54.2%) compared to the previous year. This decrease is explained, in part, by the current context mentioned above, as well as lower income from land sales compared to 2019. Additionally, it is worth mentioning the lower weighting of deeds for projects that consolidate in 2020 (36%) compared to 2019 (52%).

**Gross Profit** was **MThCh\$ 8,768**, a decrease of MThCh\$ 7,061 and with a **gross margin of 19.3%**, compared to 16.0% in 2019, explained by the sales mix. Considering only the gross margin corresponding to home sales, it reached 19.4%, compared to 21.6% in the previous year.

Likewise, **Selling and Administrative Expenses** were **MThCh\$ 7,717**, lower by **MThCh\$ 3,495** with respect to 2019. This lower expense reflects the adjustment plan implemented since the end of 2019 and the adjustment plan by Covid- 19.

Consequently, the **result from operating activities** was **MThCh\$ 1,051**, whose decrease compared to the previous year is mainly explained by lower income, which was supported by the decrease in administrative and selling expenses.

The above was offset by the **Non-Operating Income**, which increased by **MThCh\$ 3,036** to ThCh\$ 1,219 as of Dec-20, mainly due to the **higher profit from partnerships of MThCh\$ 2,387** due to the higher weighting of deeds of non-consolidated projects, and to a **lower net financial expense of MThCh\$ 787** in the period.



Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



From the above, the **EBITDA** of the Real Estate Unit for the year 2020 reached **MThCh\$ 7,258** compared to MThCh\$ 8,813 for 2019, and an EBITDA margin of 16.0% higher than the previous year's 8.9%.

**Net Income Attributable to the Owners of the Parent Company** was MThCh\$ 2,441, similar to 2019.

**iii. COMBINED BACKLOG OF PLEDGES BY PRODUCT LINES (IN UF)<sup>17</sup>**

The **combined pledge** as of Dec-20 was **MUF 5,701**, where 40% was obtained in 4Q20, reflecting the higher activity of the industry. However, net pledge for the year decreased by **MUF 1,998 (-26%)** compared to the previous year, mainly due to the impact of the pandemic. Pledge for 2020 was accompanied by a 20.7% vs. 8.8% of 2019. This is explained by (i) the current economic and health context and (ii) the lower base of comparison of gross pledges between 2020 and 2019. Of the combined pledge, the Homes & 4B Departments line was MUF 2,746 (-30% YoY), Buildings was MUF 1,550 (-27% YoY) and Subsidized Housing reached MUF 1,406 (-13% YoY).

It should be noted that the **combined stock of standing housing as of Dec-20 reached MUF 2,947**, of which MUF 1,028 is sold (included in the backlog of pledges) and the rest is available for sale.

With the above, the **total combined backlog of pledges** as of Dec-20 was **MUF 7,379**, higher than the MUF 6,355 as of Dec-19. MUF 3,944 (53%) of the combined backlog as of Dec-20 would be deedable during 2021 (of which MUF 1,552 are from projects that consolidate), and the rest from 2022 onwards. Of the combined backlog, MUF 1,572 is of Buildings (-16% vs. Dec-19), MUF 4,011 of Houses & 4P Dept (+30% vs. Dec-19) and MUF 1,797 of Subsidized Housing (+29% vs. Dec-19).

	2021	2022+	Total Backlog (Dec-20)	Total Backlog (Dec-19)
<b>Consolidated</b>	<b>1.552.220</b>	<b>942.086</b>	<b>2.494.305</b>	<b>2.155.045</b>
Building	34.170	-	34.170	277.707
Homes and 4B apartments	578.780	188.043	766.824	800.010
Subsidized housing	939.269	754.042	1.693.311	1.077.328
<b>Non-Consolidated</b>	<b>2.391.964</b>	<b>2.493.129</b>	<b>4.885.093</b>	<b>4.199.782</b>
Building	441.221	1.096.423	1.537.644	1.600.451
Homes and 4B apartments	1.847.360	1.396.706	3.244.065	2.277.939
Subsidized housing	103.384	-	103.384	321.392
<b>Total Combined</b>	<b>3.944.184</b>	<b>3.435.215</b>	<b>7.379.399</b>	<b>6.354.827</b>
Building	475.392	1.096.423	1.571.815	1.878.158
Homes and 4B apartments	2.426.140	1.584.749	4.010.889	3.077.949
Subsidized housing	1.042.653	754.042	1.796.695	1.398.720
<b>Total Proportional</b>	<b>2.606.455</b>	<b>2.144.713</b>	<b>4.751.168</b>	<b>4.125.897</b>
Building	243.654	522.582	766.236	1.047.270
Homes and 4B apartments	1.371.840	868.089	2.239.929	1.840.603
Subsidized housing	990.961	754.042	1.745.003	1.238.024

<sup>17</sup> Vaes include VAT

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



Of the combined backlog, MUF 1,028 comes from standing stock, MUF 5,148 from projects under construction and MUF 1,203 from projects launched for sale that have not yet started construction.

#### iv. START OF SALES, CONSTRUCTION AND DEEDS COMBINED (IN UF) <sup>18</sup>

##### Accumulated 2020

Consolidated	Housing Type	N° Stages / Projects	Units	PxQ Potential
Start of Sales	Homes and 4B apartmen	5	418	1.662.853
	Building	-	-	-
	Subsidized housing	2	414	794.884
<b>Subtotal IV</b>		<b>7</b>	<b>832</b>	<b>2.457.737</b>
Start of Construction	Homes and 4B apartmen	-	-	-
	Building	-	-	-
	Subsidized housing	3	694	1.341.233
<b>Subtotal IC</b>		<b>3</b>	<b>694</b>	<b>1.341.233</b>
Start of Deed	Homes and 4B apartmen	2	101	435.861
	Building	1	132	391.048
	Subsidized housing	3	370	660.552
<b>Subtotal IE</b>		<b>6</b>	<b>603</b>	<b>1.487.462</b>

##### 4Q 2020

Consolidated	Housing Type	N° Stages / Projects	Units	PxQ Potential
Start of Sales	Homes and 4B apartmen	3	269	965.297
	Building	-	-	-
	Subsidized housing	-	-	-
<b>Subtotal IV</b>		<b>3</b>	<b>269</b>	<b>965.297</b>
Start of Construction	Homes and 4B apartmen	-	-	-
	Building	-	-	-
	Subsidized housing	1	152	352.378
<b>Subtotal IC</b>		<b>1</b>	<b>152</b>	<b>352.378</b>
Start of Deed	Homes and 4B apartmen	1	70	317.298
	Building	-	-	-
	Subsidized housing	1	72	148.784
<b>Subtotal IE</b>		<b>2</b>	<b>142</b>	<b>466.082</b>

##### Accumulated 2020

Non-Consolidated	Housing Type	N° Stages / Projects	Units	PxQ Potential
Start of Sales	Homes and 4B apartmen	5	433	1.222.760
	Building	3	499	1.635.403
	Subsidized housing	-	-	-
<b>Subtotal IV</b>		<b>8</b>	<b>932</b>	<b>2.858.163</b>
Start of Construction	Homes and 4B apartmen	5	459	1.485.484
	Building	3	725	2.290.083
	Subsidized housing	-	-	-
<b>Subtotal IC</b>		<b>8</b>	<b>1.184</b>	<b>3.775.567</b>
Start of Deed	Homes and 4B apartmen	3	135	649.946
	Building	2	470	1.292.664
	Subsidized housing	2	299	628.269
<b>Subtotal IE</b>		<b>7</b>	<b>904</b>	<b>2.570.879</b>

##### 4Q 2020

Non-Consolidated	Housing Type	N° Stages / Projects	Units	PxQ Potential
Start of Sales	Homes and 4B apartmen	2	73	515.021
	Building	-	-	-
	Subsidized housing	-	-	-
<b>Subtotal IV</b>		<b>2</b>	<b>73</b>	<b>515.021</b>
Start of Construction	Homes and 4B apartmen	4	363	1.245.484
	Building	3	725	2.290.083
	Subsidized housing	-	-	-
<b>Subtotal IC</b>		<b>7</b>	<b>1.088</b>	<b>3.535.567</b>
Start of Deed	Homes and 4B apartmen	-	-	-
	Building	-	-	-
	Subsidized housing	1	200	421.081
<b>Subtotal IE</b>		<b>1</b>	<b>200</b>	<b>421.081</b>

<sup>18</sup> Values include VAT

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



#### V. PROJECTS IN CONSTRUCTION STAGE AS OF DECEMBER 2020 (IN UF)

The table below shows the potential sales (including VAT) of the real estate projects under construction at the end of Dec-20 and their respective schedule for the start of deeds.

As of Dec-20, projects under construction at the combined level are equivalent to a potential sale of MUF 8,942, of which MUF 5,148 are already pledged (in *backlog*).

At a proportional level (according to the percentage of participation in the associations), the potential sale of the projects under construction reaches MUF 5,805, of which MUF 3,400 are already pledged (in *backlog*).

#### Projects under Construction - Consolidated

##### Potential Sale (UF)

Type of product	Start of deed		Total PxQ	Pledged
	2020	2021+	Potential	
Homes and 4B apartments	808.267	-	808.267	538.190
Building	21.552	-	21.552	-
Subsidized housing	1.305.881	1.022.638	2.328.519	1.412.237
<b>Total Consolidated</b>	<b>2.135.700</b>	<b>1.022.638</b>	<b>3.158.339</b>	<b>1.950.427</b>

#### Projects under Construction - Non-Consolidated

##### Potential Sale (UF)

Type of product	Start of deed		Total PxQ	Pledged
	2021	> 2022	Potential	
Homes and 4B apartments	2.248.080	1.245.484	3.493.564	2.681.858
Building	-	2.290.083	2.290.083	515.839
Subsidized housing			-	
<b>Total Non-Consolidated</b>	<b>2.248.080</b>	<b>3.535.567</b>	<b>5.783.647</b>	<b>3.197.697</b>

#### Projects under Construction - Combined

##### Potential Sale (UF)

Type of product	Start of deed		Total PxQ	Pledged
	2021	> 2022	Potential	
Homes and 4B apartments	3.056.347	1.245.484	4.301.832	3.220.049
Building	21.552	2.290.083	2.311.635	515.839
Subsidized housing	1.305.881	1.022.638	2.328.519	1.412.237
<b>Total Combined</b>	<b>4.383.780</b>	<b>4.558.206</b>	<b>8.941.986</b>	<b>5.148.124</b>

#### Projects under Construction - Combined Proportional

##### Potential Sale (UF)

Type of product	Start of deed		Total PxQ	Pledged
	2021	> 2022	Potential	
Homes and 4B apartments	1.758.351	622.742	2.381.093	1.744.799
Building	21.552	1.073.631	1.095.183	243.178
Subsidized housing	1.305.881	1.022.638	2.328.519	1.412.237
<b>Total Proportional Combined</b>	<b>3.085.784</b>	<b>2.719.012</b>	<b>5.804.796</b>	<b>3.400.213</b>

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



## IX. BUSSINES UNIT ANALYSIS: RENTAS & DESARROLLO INMOBILIARIO

### STATEMENT OF INCOME BY FUNCTION ACCUMULATED RENTAS & DES. INMOB. AS OF DECEMBER 31, 2020

(MThCh\$ of each period)	Dec-20	Dec-19	Variation	
			MThCh\$	%
Income from Ordinary Activities	27.908	40.221	(12.314)	-30,6%
<b>Gross profit</b>	<b>1.831</b>	<b>5.692</b>	<b>(3.861)</b>	<b>-67,8%</b>
% of income	6,6%	14,2%		
Other income	0	(0)	0	-
Administrative and selling expenses	(1.801)	(2.133)	332	-15,6%
% of income	-6,5%	-5,3%		
<b>Profit (loss) from operating activities:</b>	<b>30</b>	<b>3.559</b>	<b>(3.529)</b>	<b>-99,2%</b>
% of income	0,1%	8,8%		
<b>Profit (loss) from non-operating activities:</b>	<b>402</b>	<b>736</b>	<b>(334)</b>	<b>-45,3%</b>
Other (loss) profit	0	0	0	-
Financial Costs net of Financial Income	173	(373)	546	-146,5%
Interest in associates and joint venture	(695)	276	(972)	-351,8%
Exchange rate difference	(2)	79	(81)	-102,7%
Results per readjustment unit	927	754	172	22,8%
<b>Income tax expense</b>	<b>(220)</b>	<b>(1.080)</b>	<b>860</b>	<b>-79,6%</b>
<b>Total Profit for the Period</b>	<b>213</b>	<b>3.215</b>	<b>(3.003)</b>	<b>-93,4%</b>
% of income	0,8%	8,0%		
Profit (loss), attributable to Noncontrolling Interests	(0)	(0)	(0)	-
<b>Profit (loss), attributable to the Owners of the Parent Company</b>	<b>213</b>	<b>3.216</b>	<b>(3.003)</b>	<b>-93,4%</b>
% of income	0,8%	8,0%		
<b>EBITDA</b>	<b>5.008</b>	<b>8.152</b>	<b>(3.144)</b>	<b>-38,6%</b>
% of income	17,9%	20,3%		

The income of this unit consists of land sales and other miscellaneous income.

For 2020, RDI recorded **Ordinary Income** of MThCh\$ 27,908, lower than the previous year due to the current context.

**Gross Profit** for the year reached **MThCh\$ 1,831**, compared to MThCh\$ 5,692 in 2019. The decrease in gross margin is mainly explained by the sale to third parties of a non-strategic land with development restrictions.

**EBITDA** for the year reached MThCh\$ 5,008, compared to MThCh\$ 8,152 for the previous year.

**Net Income Attributable to the owners of the parent company** of RDI for Dec-20 was MThCh\$ 213 compared to MThCh\$ 3,216 at the end of 2019.

**The combined backlog of land purchase and sale pledges** as of Dec-20 was MUF 1,586 (69 hectares) compared to MUF 623 (22 hectares) as of Dec-19. Of the combined backlog as of Dec-20, MUF 762 would be deedable during 2021 (of which MUF 210 corresponds to sale to third parties) and the remainder from 2022 onwards.

*Taxpayer number* : 96.885.880-7  
*Period* : 01-01-2020 as of 12-31-2020  
*Type of Currency* : Millions of Pesos  
*Type of Balance* : Consolidated



## **X. Risk Management**

The main risks faced by SalfaCorp are as follows:

- (i) **Market Risk**, associated with Economic Cycle, Political and Regulatory, and Competition Risks.
- (ii) **Operational Risk**, associated with Contract Development, Input and Labor Prices, and Supply and Costs.
- (iii) **Financial Risk**, associated with Exchange Rates, Interest Rates, Credit granting and Liquidity.

The description and analysis of these risks are included in Note 5 "Risk Management" to the Financial Statements.

Taxpayer number : 96.885.880-7  
Period : 01-01-2020 as of 12-31-2020  
Type of Currency : Millions of Pesos  
Type of Balance : Consolidated



## **XI. Analysis of the most important variations that occurred during the period, in the markets in which it participates, in the competition it faces and in its relative participation**

### **a. ANALYSIS OF THE ECONOMIC ENVIRONMENT**

Regarding **local activity**, the figures published by the Banco Central show that in December 2020, the IMACEC showed a contraction of 0.4% with respect to the same month of the previous year.

Regarding **inflation**, the INE reported that the CPI closed in the month of December 2020 with a variation of 0.3% compared to the same month of 2019. Thus, inflation accumulated a rise of 3.0% of the last 12 months.

On the other hand, the INE **unemployment** stood at 10.3% in the Oct-Dec 2020 quarter, increasing 3.2 percentage points in 12 months.

### **b. ANALYSIS OF THE CONSTRUCTION SECTOR**

According to the latest information published by the Corporación de Bienes de Capital, the public and private investment cadastre in Chile, at the end of the fourth quarter of 2020, for the next 5 years, reaches USD 64,172, 5.4% more than that reported in its third quarter report (USD 60,899 million), highlighting the mining, public works, real estate and energy sectors.

The evolution of the investment register at the end of each quarter is as follows:

According to the latest information published by the Banco Central, in the third quarter of 2020, the **National GDP** decreased 9.1% with respect to the same period of 2019 and decreased by 6.4% in the last twelve months. Construction sector GDP contracted by 29.2% with respect to the same quarter of the previous year, resulting in a 9.4% decrease in the accumulated twelve months.

In the latest Monetary Policy Report of the Banco Central de Chile for the month of December 2020, the estimate of the National GDP is -6.25%/-5.75% for 2020, 5.5%-6.5% for 2021 and 3.0%-4.0% for 2022.



*Taxpayer number* : 96.885.880-7  
*Period* : 01-01-2020 as of 12-31-2020  
*Type of Currency* : Millions of Pesos  
*Type of Balance* : Consolidated



#### **Real Estate Market:**

Regarding the real estate market, according to the latest information from **Toctoc.com (Real Estate Info)** sales in the fourth quarter of 2020 in the Metropolitan Region reached 9,863 homes, which represents an increase of 33.7% over the third quarter of this year and an increase of 33.6% over the same period of 2019, reflecting a significant recovery in the last months of 2020. Of the total sales, 7,441 correspond to apartments (+36.7% YoY) and 2,422 to houses (+24.8% YoY).

With this, accumulated sales for 2020 in the Metropolitan Region reached 26,926 homes, a decrease of 23.4% compared to 2019. Of the total sales, 20,321 correspond to apartments (-26.1% YoY) and 6,605 to houses (-13.8% YoY).

The evolution of home sales (in units)<sup>19</sup> for the last 24 months is shown below:

---

<sup>19</sup> Toctoc.com (Real Estate Info) - Fourth Quarter 2020 Report.

*Taxpayer number* : 96.885.880-7  
*Period* : 01-01-2020 as of 12-31-2020  
*Type of Currency* : Millions of Pesos  
*Type of Balance* : Consolidated



### **C. MAIN COMPETITORS AND RELATIVE SHARE OF THE COMPANY**

SalfaCorp S.A. participates in the engineering, construction and real estate development businesses. In the area of engineering and construction, the company develops the business of civil works, assemblies and services associated with mining, both for internal clients and third parties. In the case of real estate developments, the company develops projects of houses and buildings, with a geographical distribution that covers from the II Region to the XIV Region, focused mainly in the middle segments C2 and C3. In each business area, the company faces competition from global and local operators and is a relevant player in each of them.

In the Engineering and Construction area, Chilean market, the main competitors include Besalco, Ingevec, Sigdo Koppers, Echeverría Izquierdo, Vial and Vives, among others. It should be noted that the aforementioned competitors operate in the different businesses of the Engineering and Construction area.

In the real estate area, SalfaCorp S.A.'s main competitors include Socovesa, Paz Corp, Manquehue, Moller Perez-Cotapos, Imagina, Siena, Pocuro, among others. The above considering several variables, among them, operating volume, geographic location of the projects, socioeconomic segmentation and type of housing.

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



## **XII. Offer, Projects, Demand and Income Real Estate Business (Consolidated)**

The following is supplementary information that corresponds to operating and consolidated data of the real estate business. This information includes the real estate associations that consolidate ("Consortiums") but does not include information related to real estate associations that are not consolidated in Aconcagua's Financial Statements.

*It is important to mention that this information contains estimates of Inmobiliaria Aconcagua at the closing date of these Financial Statements and that Management may modify them according to changes that may arise in the market.*

### **i. INFORMATION ON CURRENT AND POTENTIAL OFFERINGS<sup>20</sup>**

The table below shows the stock, which corresponds to properties available for sale at the end of September 2020. The potential stock corresponds to properties valued at their original sales price, which will be available for sale within the next 12 months.

Type of Project	dec-20				dec-19	
	Stock ThCh\$	Stock Units	Potential Stock ThCh\$	Potential Stock Units	Stock ThCh\$	Stock Units
<b>Consolidated (Own)</b>						
Homes and 4B Apartments	11.776.124	71	23.496.597	197	13.669.577	100
Building	8.108.015	93	626.519	9	10.460.160	114
Subsided housing	12.495.960	221	37.962.390	643	13.074.882	239
<b>Total Consolidated (Own)</b>	<b>32.380.099</b>	<b>385</b>	<b>62.085.507</b>	<b>849</b>	<b>37.204.619</b>	<b>453</b>
<b>Consolidated (Consortiums)</b>						
Homes and 4B Apartments	-	-	-	-	-	-
Building	-	-	-	-	-	-
Subsided housing	-	-	-	-	-	-
<b>Total Consolidated (Consortiums)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Subtotal Consolidated</b>	<b>32.380.099</b>	<b>385</b>	<b>62.085.507</b>	<b>849</b>	<b>37.204.619</b>	<b>453</b>
<b>Non-consolidated</b>						
Homes and 4B Apartments	3.933.673	33	65.352.427	764	21.466.228	238
Building	39.157.835	341	0	0	41.060.485	319
Subsided housing	10.184.836	146	0	0	928.400	19
<b>Subtotal Non-Consolidated</b>	<b>53.276.344</b>	<b>520</b>	<b>65.352.427</b>	<b>764</b>	<b>63.455.112</b>	<b>576</b>
<b>Total Combined</b>						
Homes and 4B Apartments	15.709.797	104	88.849.024	961	35.135.805	338
Building	47.265.850	434	626.519	9	51.520.645	433
Subsided housing	22.680.796	367	37.962.390	643	14.003.282	258
<b>Total General Combined</b>	<b>85.656.444</b>	<b>905</b>	<b>127.437.934</b>	<b>1.613</b>	<b>100.659.731</b>	<b>1.029</b>

Of the combined available and potential stock of 2,518 units (905+1,613) shown in the table above, the combined current and potential backlog of pledges at the end of Dec-20 reached 1,528 units (332+1,196), according to the table below, equivalent to 61% of the potential stock plus available stock.

<sup>20</sup> Values include VAT

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



Of the available stock indicated in the table above, 332 units are pledged. Details are shown in the table below:

Type of Project	dec-20				dec-19	
	Backlog ThCh\$	Backlog Units	Potential Stock Backlog ThCh\$	Potential Stock Backlog Units	Backlog ThCh\$	Backlog Units
<b>Consolidated (Own)</b>						
Homes and 4B Apartments	2.731.577	15	15.645.375	126	7.696.398	59
Building	993.346	13	-	-	938.582	11
Subsidized housing	4.285.195	76	25.299.922	434	4.884.551	90
<b>Total Consolidated (Own)</b>	<b>8.010.118</b>	<b>104</b>	<b>40.945.297</b>	<b>560</b>	<b>13.519.531</b>	<b>160</b>
<b>Consolidated (Consortiums)</b>						
Homes and 4B Apartments	-	-	-	-	-	-
Building	-	-	-	-	-	-
Subsidized housing	-	-	-	-	-	-
<b>Total Consolidated (Consortiums)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Subtotal Consolidated</b>	<b>8.010.118</b>	<b>104</b>	<b>40.945.297</b>	<b>560</b>	<b>13.519.531</b>	<b>160</b>
<b>Non-Consolidated</b>						
Homes and 4B Apartments	1.524.644	13	54.055.169	636	12.088.988	146
Building	17.348.329	172	0	0	8.922.898	63
Subsidized housing	3.005.399	43	0	0	140.054	4
<b>Subtotal Non-Consolidated</b>	<b>21.878.373</b>	<b>228</b>	<b>54.055.169</b>	<b>636</b>	<b>21.151.940</b>	<b>213</b>
<b>Total Combined</b>						
Homes and 4B Apartments	4.256.221	28	69.700.544	762	19.785.386	205
Building	18.341.675	185	0	0	9.861.480	74
Subsidized housing	7.290.595	119	25.299.922	434	5.024.605	94
<b>Total General Combined</b>	<b>29.888.490</b>	<b>332</b>	<b>95.000.466</b>	<b>1.196</b>	<b>34.671.471</b>	<b>373</b>

## ii. INFORMATION ON FUTURE SUPPLY

### BUILDING PERMITS

They correspond to permits for works not yet started, i.e. they do not include projects under execution. The square meters indicated only consider building and not land.

Permits in m2	dec-20	dec-19
<b>Consolidated (Own)</b>		
Homes and 4B Apartments	10.559	10.559
Building	9.445	9.445
Subsidized housing	8.104	8.208
<b>Total Consolidated (Own)</b>	<b>28.108</b>	<b>28.212</b>
<b>Consortiums</b>		
Homes and 4B Apartments	-	-
Building	-	-
Subsidized housing	-	-
<b>Total Consolidated (Consortiums)</b>	<b>0</b>	<b>0</b>
<b>Subtotal Consolidated</b>	<b>28.108</b>	<b>28.212</b>
<b>Non-Consolidated</b>		
Homes and 4B Apartments	62.037	83.369
Building	120.113	96.562
Subsidized housing	-	-
<b>Subtotal Non-Consolidated</b>	<b>182.150</b>	<b>179.931</b>
<b>Total Combined</b>		
Homes and 4B Apartments	72.597	93.929
Building	129.558	106.007
Subsidized housing	8.104	8.208
<b>Total General Combined</b>	<b>210.258</b>	<b>208.143</b>

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



**iii. INFORMATION ON DEMAND**

**AMOUNTS AND UNITS SOLD OR INVOICED<sup>21</sup>**

The figures below correspond only to the sale of homes, which are included in the Income from Ordinary Activities of Aconcagua Real Estate. In addition, Noval's home sales are considered.

Property	dec-20			dec-19		
	Invoiced ThCh\$	Units Sold	Average Price UF	Invoiced ThCh\$	Units Sold	Average Price
<b>Consolidated (Own)</b>						
Homes and 4B Apartments	9.408.170	94	3.454	24.034.736	230	3.734
Building	15.052.004	189	2.636	22.069.671	340	2.326
Subsidized housing	19.503.079	389	1.684	22.231.502	434	1.834
<b>Total own</b>	<b>43.963.253</b>	<b>672</b>	<b>2.200</b>	<b>68.335.909</b>	<b>1.004</b>	<b>2.436</b>
<b>Consolidated (Consortiums)</b>						
Homes and 4B Apartments	-	-	-	-	-	-
Building	-	-	-	-	-	-
Subsidized housing	-	-	-	-	-	-
<b>Total Consortiums</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Subtotal Consolidated</b>	<b>43.963.253</b>	<b>672</b>	<b>2.200</b>	<b>68.335.909</b>	<b>1.004</b>	<b>2.436</b>
<b>Non-Consolidated</b>						
Homes and 4B Apartments	31.798.972	341	3.381	37.322.662	566	2.436
Building	34.935.511	456	2.616	19.867.167	200	3.493
Subsidized housing	8.962.760	171	1.794	6.136.510	108	2.011
<b>Subtotal Non-Consolidated</b>	<b>75.697.243</b>	<b>968</b>	<b>2.740</b>	<b>63.326.340</b>	<b>874</b>	<b>2.625</b>
<b>Total Combined</b>						
Homes and 4B Apartments	41.207.142	435	3.397	61.357.398	796	2.811
Building	49.987.515	645	2.622	41.936.838	540	2.758
Subsidized housing	28.465.839	560	1.718	28.368.012	542	1.869
<b>Total General Combined</b>	<b>119.660.496</b>	<b>1.640</b>	<b>2.519</b>	<b>131.662.249</b>	<b>1.878</b>	<b>2.524</b>

<sup>21</sup> VAT net values

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



Property	Range	dec-20			dec-19		
		Invoiced ThCh\$	Units Sold	Average Price UF	Invoiced ThCh\$	Units Sold	Average Price UF
<b>Consolidated (Own)</b>							
Homes and 4B apartments	< 1.000 UF	0	0	0	0	0	0
	1.000 - 2.000 UF	1.340.034	26	1.624	3.372.722	68	1.760
	2.000 - 4.000 UF	4.590.270	51	3.157	5.831.530	68	3.062
	4.000 - 6.000 UF	1.659.396	11	5.267	10.457.798	80	4.664
	6.000 - 9.000 UF	217.362	1	7.580	394.855	2	7.095
	> 9.000 UF	1.601.108	5	11.183	3.977.831	12	11.970
<b>Total own homes consolidated</b>		<b>9.408.170</b>	<b>94</b>	<b>3.454</b>	<b>24.034.736</b>	<b>230</b>	<b>3.734</b>
Building	< 1.000 UF	0	0	0	0	0	0
	1.000 - 2.000 UF	418.984	8	1.810	5.801.131	124	1.684
	2.000 - 4.000 UF	13.600.035	173	2.591	16.268.540	216	2.694
	4.000 - 6.000 UF	1.032.984	8	4.445	0	0	0
	6.000 - 9.000 UF	0	0	0	0	0	0
	> 9.000 UF	0	0	0	0	0	0
<b>Total Own Buildings Consolidated</b>		<b>15.052.004</b>	<b>189</b>	<b>2.636</b>	<b>22.069.671</b>	<b>340</b>	<b>2.326</b>
Subsidized housing	< 1.000 UF	0	0	0	168.886	5	990
	1.000 - 2.000 UF	12.371.724	274	1.495	13.863.307	290	1.718
	2.000 - 4.000 UF	7.131.356	115	2.135	8.199.309	139	2.107
	4.000 - 6.000 UF	0	0	0	0	0	0
	6.000 - 9.000 UF	0	0	0	0	0	0
	> 9.000 UF	0	0	0	0	0	0
<b>Total own Subsidized housing consolidated</b>		<b>19.503.079</b>	<b>389</b>	<b>1.684</b>	<b>22.231.502</b>	<b>434</b>	<b>1.834</b>
<b>Total Own Consolidated</b>		<b>43.963.253</b>	<b>672</b>	<b>2.200</b>	<b>68.335.909</b>	<b>1.004</b>	<b>2.436</b>
<b>Total Consortium Consolidated</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Consolidated</b>		<b>43.963.253</b>	<b>672</b>	<b>2.200</b>	<b>68.335.909</b>	<b>1.004</b>	<b>2.436</b>
<b>Non-consolidated</b>							
Homes and 4B apartments	< 1.000 UF	0	0	0	0	0	0
	1.000 - 2.000 UF	369.863	8	1.627	7.288.224	157	1.603
	2.000 - 4.000 UF	17.062.227	229	2.830	23.309.447	360	2.459
	4.000 - 6.000 UF	14.008.071	102	4.703	6.724.991	49	4.932
	6.000 - 9.000 UF	358.810	2	6.177	0	0	0
	> 9.000 UF	0	0	0	0	0	0
<b>Total homes Non-consolidated</b>		<b>31.798.972</b>	<b>341</b>	<b>3.381</b>	<b>37.322.662</b>	<b>566</b>	<b>2.436</b>
Building	< 1.000 UF	0	0	0	0	0	0
	1.000 - 2.000 UF	6.292.152	130	1.673	422.184	8	1.892
	2.000 - 4.000 UF	22.738.181	285	2.700	11.769.960	137	3.001
	4.000 - 6.000 UF	4.932.624	36	4.781	6.751.085	50	4.820
	6.000 - 9.000 UF	972.554	5	6.721	923.938	5	6.294
	> 9.000 UF	0	0	0	0	0	0
<b>Total Building Non-consolidated</b>		<b>34.935.511</b>	<b>456</b>	<b>2.616</b>	<b>19.867.167</b>	<b>200</b>	<b>3.493</b>
Subsidized housing	< 1.000 UF	0	0	0	0	0	0
	1.000 - 2.000 UF	6.531.355	135	1.650	2.286.135	44	1.863
	2.000 - 4.000 UF	2.431.405	36	2.333	3.850.375	64	2.113
	4.000 - 6.000 UF	0	0	0	0	0	0
	6.000 - 9.000 UF	0	0	0	0	0	0
	> 9.000 UF	0	0	0	0	0	0
<b>Total subsidized housing Non-consolidated</b>		<b>8.962.760</b>	<b>171</b>	<b>1.794</b>	<b>6.136.510</b>	<b>108</b>	<b>2.011</b>
<b>Total Non-consolidated</b>		<b>75.697.243</b>	<b>968</b>	<b>2.740</b>	<b>63.326.340</b>	<b>874</b>	<b>2.625</b>
<b>Total</b>							
Homes and 4B apartments	< 1.000 UF	0	0	0	0	0	0
	1.000 - 2.000 UF	1.709.898	34	1.625	10.660.946	225	1.650
	2.000 - 4.000 UF	21.652.497	280	2.889	29.140.977	428	2.555
	4.000 - 6.000 UF	15.667.467	113	4.758	17.182.790	129	4.765
	6.000 - 9.000 UF	576.173	3	6.645	394.855	2	7.095
	> 9.000 UF	1.601.108	5	11.183	3.977.831	12	11.970
<b>Total Homes</b>		<b>41.207.142</b>	<b>435</b>	<b>3.397</b>	<b>61.357.398</b>	<b>796</b>	<b>2.811</b>
Building	< 1.000 UF	0	0	0	0	0	0
	1.000 - 2.000 UF	6.711.136	138	1.681	6.223.315	132	1.697
	2.000 - 4.000 UF	36.338.216	458	2.659	28.038.500	353	2.813
	4.000 - 6.000 UF	5.965.609	44	4.720	6.751.085	50	4.820
	6.000 - 9.000 UF	972.554	5	6.721	923.938	5	6.294
	> 9.000 UF	0	0	0	0	0	0
<b>Total Buildings</b>		<b>49.987.515</b>	<b>645</b>	<b>2.622</b>	<b>41.936.838</b>	<b>540</b>	<b>2.758</b>
Subsidized housing	< 1.000 UF	0	0	0	168.886	5	990
	1.000 - 2.000 UF	18.903.078	409	1.546	16.149.442	334	1.737
	2.000 - 4.000 UF	9.562.761	151	2.182	12.049.684	203	2.109
	4.000 - 6.000 UF	0	0	0	0	0	0
	6.000 - 9.000 UF	0	0	0	0	0	0
	> 9.000 UF	0	0	0	0	0	0
<b>Total Subsidized housing</b>		<b>28.465.839</b>	<b>560</b>	<b>1.718</b>	<b>28.368.012</b>	<b>542</b>	<b>1.869</b>
<b>Total Combined</b>		<b>119.660.496</b>	<b>1.640</b>	<b>2.519</b>	<b>131.662.249</b>	<b>1.878</b>	<b>2.524</b>

Taxpayer : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



#### AMOUNTS AND UNITS PLEDGED AND WITHDRAWN<sup>22</sup>

They correspond to the purchase and sale pledges signed during the period and that later would form part of the income from ordinary activities of Inmobiliaria Aconcagua.

Pledges withdrawn correspond to sale and purchase pledges withdrawn during the period, although they were not necessarily signed during the same period.

The volume of pledges and withdrawals from IACO's combined business was as follows:

Property	dec-20				dec-19			
	Gross Pledges M\$	Units Pledged Gross	Pledged withdrawn ThCh\$	Pledged Units Dismissed	Gross Pledges M\$	Units Pledged Gross	Pledged withdrawn ThCh\$	Pledged Units Dismissed
<b>Consolidated (Own)</b>								
Homes and 4B apartments	19.886.989	144	(5.839.586)	(40)	38.348.767	317	(2.015.276)	(17)
Building	8.610.020	94	(2.070.664)	(24)	19.073.744	228	(1.156.081)	(15)
Subsidized housing	47.708.750	862	(9.713.449)	(168)	41.497.658	775	(4.245.675)	(79)
<b>Total Consolidated (Own)</b>	<b>76.205.758</b>	<b>1.100</b>	<b>(17.623.699)</b>	<b>(232)</b>	<b>98.920.169</b>	<b>1.320</b>	<b>(7.417.032)</b>	<b>(111)</b>
<b>Consolidated (Consortiums)</b>								
Homes and 4B apartments	0	0	0	0	0	0	0	0
Building	0	0	0	0	0	0	0	0
Subsidized housing	0	0	0	0	0	0	0	0
<b>Total Consolidated (Consortiums)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Subtotal Consolidated</b>	<b>76.205.758</b>	<b>1.100</b>	<b>(17.623.699)</b>	<b>(232)</b>	<b>98.920.169</b>	<b>1.320</b>	<b>(7.417.032)</b>	<b>(111)</b>
<b>% of withdrawals</b>			<b>23,1%</b>	<b>21,1%</b>			<b>7,5%</b>	<b>8,4%</b>
<b>Non-Consolidated</b>								
Homes and 4B apartments	77.432.231	808	(11.652.741)	(99)	82.537.758	906	(7.004.827)	(82)
Building	49.831.171	532	(11.320.689)	(130)	46.438.272	497	(4.196.199)	(40)
Subsidized housing	5.428.981	79	(2.558.815)	(40)	10.985.248	169	(2.301.790)	(39)
<b>Subtotal Non-Consolidated</b>	<b>132.692.383</b>	<b>1.419</b>	<b>(25.532.246)</b>	<b>(269)</b>	<b>139.961.279</b>	<b>1.572</b>	<b>(13.502.817)</b>	<b>(161)</b>
<b>% of withdrawals</b>			<b>19,2%</b>	<b>19,0%</b>			<b>9,6%</b>	<b>10,2%</b>
<b>Total Combined</b>								
Homes and 4B apartments	97.319.220	952	(17.492.327)	(139)	120.886.525	1.223	(9.020.104)	(99)
Building	58.441.191	626	(13.391.353)	(154)	65.512.016	725	(5.352.280)	(55)
Subsidized housing	53.137.731	941	(12.272.265)	(208)	52.482.906	944	(6.547.465)	(118)
<b>Grand total combined</b>	<b>208.898.141</b>	<b>2.519</b>	<b>(43.155.945)</b>	<b>(501)</b>	<b>238.881.447</b>	<b>2.892</b>	<b>(20.919.848)</b>	<b>(272)</b>
<b>% of withdrawals</b>			<b>20,7%</b>	<b>19,9%</b>			<b>8,8%</b>	<b>9,4%</b>

In 2020, the level of withdraws was 20.7% (in ThCh\$) compared to 8.8% in the previous year.

<sup>22</sup> Values include VAT



Taxpayer : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



#### IV. INDICATORS RELATED TO THE EVOLUTION OF DEMAND

##### MONTHS TO RUN OUT OF STOCK

Months to run out of stock correspond to the quotient between Units in Available Stock (units available for sale at the end of the period) and Units Sold (average number of units sold in the last 3 months).

	dec-20			dic-19		
	Stock Available (Units)	Average Sales 3T (Units)	Months to Run out of stock	Stock Available (Units)	Average Sales 3Q (Units)	Months to Run out of stock
<b>Consolidated (Own)</b>						
Homes and 4B apartments	71	13	5,3	100	29	3,5
Building	93	21	4,5	114	11	10,1
Subsided housing	221	22	10,0	239	47	5,0
<b>Consolidated (Consortiums)</b>						
Homes and 4B apartments	-	-	-	-	-	-
Building	-	-	-	-	-	-
Subsided housing	-	-	-	-	-	-
<b>Non-Consolidated</b>						
Homes and 4B apartments	33	19	1,8	238	39	6,2
Building	341	65	5,2	319	26	12,1
Subsided housing	146	30	4,8	19	5	3,6
<b>Total Combined</b>						
Homes and 4B apartments	104	32	3,3	338	67	5,0
Building	434	86	5,1	433	38	11,5
Subsided housing	367	52	7,0	258	53	4,9
<b>Total</b>	<b>905</b>	<b>170</b>	<b>5,3</b>	<b>1.029</b>	<b>158</b>	<b>6,5</b>

##### SPEED OF SALES<sup>23</sup>

This indicator is measured as the quotient between Sales (deeds of the last quarter) and Available Stock (properties available for sale at the end of the period), both valued at their commercial value (in UF).

	dec-20			dec-19		
	Available Stock (UF)	Sales 3Q (UF)	Speed of Sales	Available Stock (UF)	Sales 3Q (UF)	Speed of Sales
<b>Consolidated (Own)</b>						
Homes and 4B apartments	405.091	182.556	0,5	482.854	247.763	0,5
Building	278.910	188.700	0,7	369.487	102.209	0,3
Subsided housing	429.853	127.169	0,3	461.848	255.598	0,6
<b>Consolidated (Consortiums)</b>						
Homes and 4B apartments	-	-	-	-	-	0,0
Building	-	-	-	-	-	0,0
Subsided housing	-	-	-	-	-	0,0
<b>Non-Consolidated</b>						
Homes and 4B apartments	135.316	259.030	1,9	758.258	372.985	0,5
Building	1.347.003	609.159	0,5	1.450.391	305.036	0,2
Subsided housing	350.352	157.385	0,4	32.794	36.068	1,1
<b>Total Combined</b>						
Homes and 4B apartments	540.407	441.586	0,8	1.241.112	620.748	0,5
Building	1.625.914	797.859	0,5	1.819.878	407.245	0,2
Subsided housing	780.204	284.554	0,4	494.642	291.666	0,6
<b>Total</b>	<b>2.946.525</b>	<b>1.523.998</b>	<b>0,5</b>	<b>3.555.632</b>	<b>1.319.659</b>	<b>0,4</b>

<sup>23</sup> Values include VAT

Taxpayer : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



## APPENDIX I: ANALYSIS OF BALANCE SHEETS AND INDICATORS - BUSINESS UNITS

### a. BALANCE SHEET OF ICOSA AS OF DECEMBER 31, 2020

(MThCh\$ of each period)	Dec-20	Dec-19	Variation	
			MThCh\$	%
<b>Current Assets, Total</b>	<b>258.577</b>	<b>277.493</b>	<b>(18.917)</b>	<b>-6,8%</b>
Cash and cash equivalent	37.192	29.034	8.158	28,1%
Other financial assets	116	118	(2)	-1,7%
Other non-financial assets	4.880	3.661	1.219	33,3%
Trade and other receivables	79.854	121.268	(41.413)	-34,2%
Accounts receivable from related entities	8.045	9.528	(1.482)	-15,6%
Accounts receivable from SalfaCorp S.A.	92.747	82.108	10.640	13,0%
Inventories	12.817	17.760	(4.943)	-27,8%
Raw material	3.566	4.144	(578)	-13,9%
Finished homes	2.583	4.597	(2.013)	-43,8%
Homes under construction	6.668	9.019	(2.352)	-26,1%
Tax assets	21.997	14.017	7.980	56,9%
Assets held for sale	927	0	927	0,0%
<b>Non-Current Assets, Total</b>	<b>238.617</b>	<b>232.415</b>	<b>6.201</b>	<b>2,7%</b>
Other financial assets	953	993	(40)	-4,0%
Other non-financial assets	2.887	2.885	2	0,1%
Non-current accounts receivable	13.233	16.766	(3.533)	-21,1%
Non-current inventories	19.854	15.439	4.416	28,6%
Accounts receivable from related entities	9.178	8.772	405	4,6%
Accounts receivable from SalfaCorp S.A.	9	0	9	0,0%
Investments in related entities	30.693	36.673	(5.980)	-16,3%
Intangible assets other than goodwill	15.536	15.657	(122)	-0,8%
Goodwill	18.535	18.535	0	0,0%
Property, plant and equipment	48.269	45.312	2.957	6,5%
Rights of use assets	336	621	(285)	-45,9%
Non-current tax assets	33.412	26.482	6.931	26,2%
Deferred tax assets	45.722	44.280	1.442	3,3%
<b>Assets, Total</b>	<b>497.193</b>	<b>509.908</b>	<b>(12.715)</b>	<b>-2,5%</b>
<b>Current Liabilities, Total</b>	<b>194.217</b>	<b>210.291</b>	<b>(16.074)</b>	<b>-7,6%</b>
Other financial liabilities	65.353	68.677	(3.324)	-4,8%
Construction loans	6.460	10.763	(4.303)	-40,0%
Working Capital Loans	46.972	28.962	18.010	62,2%
Finance Lease	5.612	6.371	(760)	-11,9%
Project Financing	1.730	21.926	(20.196)	-92,1%
Land Financing	4.579	654	3.925	599,7%
Lease liabilities	188	197	(9)	-4,5%
Trade and other accounts payable	70.570	91.475	(20.905)	-22,9%
Accounts payable to related entities	21.343	16.415	4.928	30,0%
Accounts payable to SalfaCorp S.A. (Financing)	0	353	(353)	-100,0%
Other short-term provisions	236	181	55	30,5%
Current tax liabilities	5.200	8.598	(3.398)	-39,5%
Other non-current non-financial liabilities	31.327	24.395	6.931	28,4%
<b>Non-Current Liabilities, Total</b>	<b>106.743</b>	<b>106.574</b>	<b>169</b>	<b>0,2%</b>
Other financial liabilities	17.748	18.008	(260)	-1,4%
Working Capital	7.227	4.000	3.227	80,7%
Financial Lease	10.176	12.400	(2.223)	-17,9%
Project Financing	345	1.608	(1.263)	-78,6%
Lease liabilities	206	454	(247)	-54,6%
Accounts payable related entities	415	421	(6)	-1,3%
Accounts payable to SalfaCorp S.A. (Financing)	68.433	67.704	729	1,1%
Other long-term provisions	5.798	5.365	433	8,1%
Deferred tax liabilities	9.759	8.416	1.342	16,0%
Non-current tax liabilities	4.384	4.384	(0)	0,0%
Other non-current non-financial liabilities	0	1.822	(1.822)	-100,0%
<b>Liabilities, Total</b>	<b>300.959</b>	<b>316.865</b>	<b>(15.905)</b>	<b>-5,0%</b>
<b>Equity attributable to owners of the Parent Company</b>	<b>195.020</b>	<b>191.882</b>	<b>3.138</b>	<b>1,6%</b>
<b>Non-controlling interests</b>	<b>1.214</b>	<b>1.161</b>	<b>52</b>	<b>4,5%</b>
<b>Total Equity</b>	<b>196.234</b>	<b>193.044</b>	<b>3.190</b>	<b>1,7%</b>
<b>Equity and Liabilities, Total</b>	<b>497.193</b>	<b>509.908</b>	<b>(12.715)</b>	<b>-2,5%</b>
<b>Financial Debt (Including debt with SalfaCorp)</b>	<b>59.172</b>	<b>73.285</b>	<b>-14.113</b>	<b>-19,3%</b>
<b>Net Financial Debt (including debt with SalfaCorp)</b>	<b>21.979</b>	<b>44.251</b>	<b>-22.271</b>	<b>-50,3%</b>
<b>Net Financial Leverage</b>	<b>0,11</b>	<b>0,23</b>		

Taxpayer : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



## **Balance Sheet Analysis**

### **Assets**

**Total Assets** at Dec-20 were MThCh\$ 497,193, a decrease of MThCh\$ 12,715 compared to Dec-19.

The variation is mainly explained by the combination of:

- i. Decrease in **Current Assets** by MThCh\$ 18,917, mainly explained by a decrease in trade and other receivables of MThCh\$ 41,413, homes under construction of MThCh\$ 2,352 and finished homes of MThCh\$ 2,013, partially offset by an increase in accounts receivable from SalfaCorp of MThCh\$ 10,640, cash and cash equivalents of MThCh\$ 8,158 and tax assets of MThCh\$ 7,980.
- ii. Increase in **Non-Current Assets** by MThCh\$ 6,201, mainly explained by an increase in non-current tax assets by MThCh\$ 6,931, non-current inventory by MThCh\$ 4,416 and property, plant and equipment by MThCh\$ 2,957, partially offset by a decrease in Investments in related companies by MThCh\$ 5,980 and in non-current accounts receivable by MThCh\$ 3,533.

### **Liabilities**

**Total Liabilities** reached MThCh\$ 300,959, a decrease of MThCh\$ 15,905 compared to Dec-19. This variation is mainly composed of:

- i. **Decrease** in trade and other accounts payable of MThCh\$ 20,905.
- ii. **Decrease** in project financing for MThCh\$ 21.459
- iii. **Decrease** in tax liabilities MThCh\$ 3.398.
- iv. **Increase** in working capital for MThCh\$ 21.237.
- v. **Increase** in other non-financial liabilities by MThCh\$ 5,109.
- vi. **Increase** in land financing by MThCh\$ 3.925.

**Net financial liabilities** at the end of Dec-20 were MThCh\$ 21,929, a decrease of MThCh\$ 22,271 compared to Dec-19, explained by: an increase in accounts receivable from SalfaCorp of MThCh\$ 10,640, a decrease in project financing of MThCh\$ 21,459 and an increase in cash and cash equivalents of MThCh\$ 8,158, partially offset by an increase in working capital of MThCh\$ 21,237.

**Total Net Equity** at the end of Dec-20 was MThCh\$ 196,234, MThCh\$ 3,190 higher than Dec-19, which is mainly explained by an increase in retained earnings and a decrease in gross profit.

### **i. MAIN INDICATORS OF ICSA AS OF DECEMBER 31, 2020**

<b>Financial Indicators</b>		<b>Dec-20</b>	<b>Dec-19</b>
Liquidity	(times)	1,33	1,32
Indebtedness	(times)	1,53	1,64
Net Financial Indebtedness	(times)	0,11	0,23
Net Financial Debt / EBITDA (12 m)	(times)	0,82	1,21
EBITDA (12m) / Net Financial Expenses (12m)	(times)	4,27	5,63
Return on Controller's Equity	%	5,31%	8,95%

Between Dec-19 and Dec-20, the financial indicators that presented the greatest variation are:

- **EBITDA (12m) / Net Financial Expenses (12m):** The decrease is mainly due to lower EBITDA (12m).
- **Return on Controller's Equity:** The decrease is explained by the decrease in the Profit attributable to owners of the controlling company 12 months and the increase in the equity of the owners of the controller.

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



**b. BUILDING BALANCE SHEET (NOVATEC) AS OF DECEMBER 31, 2020**

(MThCh\$ of each period)	Dec-20	Dec-19	Variation	
			MThCh\$	%
<b>Current Assets, Total</b>	<b>56.732</b>	<b>35.663</b>	<b>21.069</b>	<b>59,1%</b>
Cash and cash equivalent	3.829	931	2.898	311,3%
Other financial assets	22	22	0	0,0%
Other non-financial assets	2.059	725	1.334	184,0%
Trade and other receivables	5.301	3.329	1.972	59,2%
Accounts receivable from related entities	25.349	16.281	9.069	55,7%
Accounts receivable from SalfaCorp S.A.	10.618	4.369	6.249	143,0%
Tax assets	9.553	10.006	(453)	-4,5%
<b>Non-Current Assets, Total</b>	<b>49.824</b>	<b>41.933</b>	<b>7.891</b>	<b>18,8%</b>
Non-current inventories	10.388	1.042	9.346	896,8%
Accounts receivable from related entities	682	615	67	10,9%
Accounts receivable from SalfaCorp S.A.	34.562	36.305	(1.743)	-4,8%
Investments in related entities	350	282	68	24,0%
Goodwill	436	436	0	0,0%
Property, plant and equipment	352	372	(20)	-5,4%
Deferred tax assets	3.053	2.880	173	6,0%
<b>Assets, Total</b>	<b>106.556</b>	<b>77.596</b>	<b>28.960</b>	<b>37,3%</b>
<b>Current Liabilities, Total</b>	<b>55.949</b>	<b>44.099</b>	<b>11.850</b>	<b>26,9%</b>
Other financial liabilities	3.171	2.258	913	40,4%
Construction loans	1.015	0	1.015	0,0%
Working Capital Loans	2.157	2.258	(101)	-4,5%
Trade and other accounts payable	17.997	20.470	(2.473)	-12,1%
Accounts payable to related entities	4.257	7.548	(3.291)	-43,6%
Accounts payable to SalfaCorp S.A. (Finan	9.360	54	9.306	17227,6%
Other short-term provisions	254	997	(742)	-74,5%
Current tax liabilities	157	278	(121)	-43,6%
Other non-current non-financial liabilities	20.752	12.494	8.258	66,1%
<b>Non-Current Liabilities, Total</b>	<b>16.687</b>	<b>1.672</b>	<b>15.016</b>	<b>898,3%</b>
Other financial liabilities	1.258	0	1.258	0,0%
Working Capital	1.258	0	1.258	0,0%
Other long-term provisions	2.076	1.536	540	35,1%
Deferred tax liabilities	495	136	360	265,3%
Non-current tax liabilities	12.756	0	12.756	0,0%
<b>Liabilities, Total</b>	<b>72.636</b>	<b>45.770</b>	<b>26.866</b>	<b>58,7%</b>
<b>Equity attributable to owners of the Parent Company</b>	<b>33.904</b>	<b>31.815</b>	<b>2.089</b>	<b>6,6%</b>
<b>Non-controlling interests</b>	<b>15</b>	<b>10</b>	<b>5</b>	<b>47,6%</b>
<b>Total Equity</b>	<b>33.920</b>	<b>31.826</b>	<b>2.094</b>	<b>6,6%</b>
<b>Net Equity and Liabilities, Total</b>	<b>106.556</b>	<b>77.596</b>	<b>28.960</b>	<b>37,3%</b>
<b>Financial Debt (Including debt with SalfaCorp)</b>	<b>-31.391</b>	<b>-38.361</b>	<b>6.971</b>	<b>-18,2%</b>
<b>Net Financial Debt (including debt with SalfaCorp)</b>	<b>-35.219</b>	<b>-39.292</b>	<b>4.073</b>	<b>-10,4%</b>
<b>Net Financial Leverage (times)</b>	<b>-1,04</b>	<b>-1,23</b>		

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



**Balance Sheet Analysis**

At the end of Dec-20, the Building Unit recorded **Total Assets of MThCh\$ 106,556**, an increase of MThCh\$ 28,960 compared to Dec-19, mainly explained by accounts receivable from related entities of MThCh\$ 9,135, non-current inventory of MThCh\$ 9,346 and accounts receivable from SalfaCorp of MThCh\$ 4,507.

**Total liabilities reached MThCh\$ 72,636**, an increase of MThCh\$ 26,866, mainly due to the increase in other non-current and non-financial liabilities of MThCh\$ 21,014, accounts payable to Salfacorp of MThCh\$ 9,306, partially offset by accounts payable to related entities of MThCh\$ 3,291 and trade and other accounts payable of MThCh\$ 2,473.

**Equity Attributable to Owners of the Parent Company** reached MThCh\$ 33,904, an increase of MThCh\$ 2,089 compared to Dec-19.

i. **MAIN BUILDING INDICATORS AS OF DECEMBER 31, 2020**

Financial indexes		Dec-20	Dec-19
Liquidity	(times)	1,01	0,81
Indebtedness	(times)	2,14	1,44
Return on Controller's Equity	%	6,2%	7,1%

Between Dec-19 and Dec-20, the financial indicator with the greatest variation was:

- **Liquidity:** the increase is due to the fact that the increase in current assets is greater than the increase in current liabilities.
- **Indebtedness:** its increase is due to the increase in current and non-current liabilities.

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



**C. BALANCE SHEET OF INMOBILIARIA ACONCAGUA AS OF DECEMBER 31, 2020**

(MThCh\$ of each period)	Dec-20	Dec-19	Variation	
			MThCh\$	%
<b>Current Assets, Total</b>	<b>128.566</b>	<b>118.567</b>	<b>9.999</b>	<b>8,4%</b>
Cash and cash equivalents	15.103	4.692	10.411	221,9%
Other financial assets	273	273	0	0,0%
Other non-financial assets	5.118	7.019	(1.901)	-27,1%
Other non-financial assets	16.749	11.860	4.889	41,2%
Accounts receivable from related entities	12.385	21.752	(9.367)	-43,1%
Accounts receivable from SalfaCorp S.A.	972	9	963	10707,6%
Inventories	65.392	60.570	4.822	8,0%
Finished homes	25.678	27.202	(1.524)	-5,6%
Homes under construction	39.714	33.368	6.346	19,0%
Tax assets	12.574	12.392	182	1,5%
<b>Non-Current Assets, Total</b>	<b>194.638</b>	<b>183.922</b>	<b>10.717</b>	<b>5,8%</b>
Other financial assets	286	432	(146)	-33,9%
Non-current accounts receivable	1.552	0	1.552	0,0%
Non-current inventories	84.854	84.046	808	1,0%
Accounts receivable from related entities	38.873	36.494	2.379	6,5%
Investments in related entities	48.575	44.734	3.840	8,6%
Intangible assets other than goodwill	255	580	(325)	-56,1%
Property, plant and equipment	2.963	1.185	1.778	150,1%
Rights of use assets	555	409	146	35,7%
Investment properties	5.476	5.631	(155)	-2,7%
Deferred tax assets	11.249	10.410	840	8,1%
<b>Assets, Total</b>	<b>323.204</b>	<b>302.489</b>	<b>20.715</b>	<b>6,8%</b>
<b>Current Liabilities, Total</b>	<b>181.552</b>	<b>160.203</b>	<b>21.350</b>	<b>13,3%</b>
Other financial liabilities	79.921	73.246	6.676	9,1%
Credits Construction	42.295	45.192	(2.896)	-6,4%
Working Capital Loans	19.608	16.187	3.421	21,1%
Land Financing	18.018	11.867	6.152	51,8%
Lease liabilities	105	101	3	3,4%
Trade and other accounts payable	9.099	15.407	(6.308)	-40,9%
Accounts payable to related entities	47.440	52.541	(5.101)	-9,7%
Accounts payable to SalfaCorp S.A. (Financing)	37.207	13.354	23.853	178,6%
Other short-term provisions	157	33	124	377,2%
Current tax liabilities	651	480	171	35,6%
Other non-current non-financial liabilities	6.973	5.041	1.932	38,3%
<b>Non-Current Liabilities, Total</b>	<b>58.847</b>	<b>61.662</b>	<b>(2.815)</b>	<b>-4,6%</b>
Other financial liabilities	4.274	0	4.274	0,0%
Working Capital	4.274	0	4.274	0,0%
Lease liabilities	551	331	220	66,6%
Accounts payable to related entities	875	0	875	0,0%
Accounts payable to SalfaCorp S.A. (Financing)	48.301	56.214	(7.913)	-14,1%
Other long-term provisions	4.624	4.867	(243)	-5,0%
Deferred tax liabilities	223	251	(28)	-11,1%
<b>Liabilities, Total</b>	<b>240.400</b>	<b>221.865</b>	<b>18.535</b>	<b>8,4%</b>
<b>Equity attributable to owners of the Parent Company</b>	<b>82.005</b>	<b>79.852</b>	<b>2.153</b>	<b>2,7%</b>
<b>Non-controlling interests</b>	<b>799</b>	<b>771</b>	<b>28</b>	<b>3,6%</b>
<b>Total equity</b>	<b>82.804</b>	<b>80.623</b>	<b>2.181</b>	<b>2,7%</b>
<b>Equity and Liabilities, Total</b>	<b>323.204</b>	<b>302.489</b>	<b>20.715</b>	<b>6,8%</b>
<b>Financial Debt (Including debt with SalfaCorp)</b>	<b>169.386</b>	<b>143.236</b>	<b>26.150</b>	<b>18,3%</b>
<b>Net Financial Debt (including debt with SalfaCorp)</b>	<b>154.284</b>	<b>138.544</b>	<b>15.739</b>	<b>11,4%</b>
<b>Leverage Total</b>	<b>2,90</b>	<b>2,75</b>		

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



**Balance Sheet Analysis**

**Assets**

**Total Assets** reached MThCh\$ 323,204, an increase of MThCh\$ 20,715 compared to Dec-19.

**Current Assets** increased by MThCh\$ 9,999, mainly due to the combination of:

- i. **Increase** in Cash and cash equivalents for MThCh\$ 10,411
- ii. Increase in inventory of MThCh\$ 4,822, which is due to an increase in housing under construction of MThCh\$ 6,346 and a decrease in finished housing of MThCh\$ 1,524.
- iii. Increase in trade and other accounts receivable of MThCh\$ 4,889.
- iv. Decrease in accounts receivable from related entities MThCh\$ 9.367.
- v. Decrease in other non-financial assets for MThCh\$ 1,901. Decrease in other non-financial assets for MThCh\$ 1,901.

**Non-Current Assets** contain Non-Current Inventories, which are real estate projects with a life of more than 12 months. At the end of Dec-20, non-current inventories amounted to MThCh\$ 84,854, an increase of MThCh\$ 808 compared to Dec-19.

**Liabilities**

**Total liabilities** reached MThCh\$ 240,400, an increase of MThCh\$ 18,535 compared to Dec-19, due to an increase of MThCh\$ 21,350 in current liabilities and a decrease of MThCh\$ 2,815 in non-current liabilities.

**Net financial debt** increased by MThCh\$ 15,739 compared to Dec-19, mainly due to an increase in Accounts payable to SalfaCorp of MThCh\$ 15,940, working capital of MThCh\$ 7,695 and land financing of MThCh\$ 6,152, partially offset by an increase in Cash and cash equivalents of MThCh\$ 10,411.

**Total Net Equity** as of Dec-20 reached MThCh\$ 82,804, an increase of MThCh\$ 2,181 compared to Dec-19.

As a consequence of the above, leverage at the end of Dec-20 reached 2.90.

**i. MAIN INDICATORS OF INMOBILIARIA ACONCAGUA AS OF DECEMBER 31, 2020**

Financial indexes		Dec-20	Dec-19
Liquidity	(times)	0,71	0,74
Indebtedness	(times)	2,90	2,75
Net Financial Indebtedness	(times)	1,86	1,72
(DFN - Const. Loans - Land Financing) / EBITDA (12m)	(times)	12,95	9,25
EBITDA (12m) / Net Financial Expenses (12m)	(times)	4,13	3,46
Return on Controller's Equity	%	3,0%	3,1%

The financial indicator with the greatest variation between Dec-19 and Dec-20 was:

- **(DFN - Const. Loan - Land Financing)/EBITDA**: Increases mainly due to higher financial debt and debt with the parent company, partially offset by higher cash and higher land financing construction loans.



Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



**d. BALANCE SHEET OF RENTAS & DESARROLLO INMOBILIARIO ("RDI") AS OF DECEMBER 31, 2020**

(MThCh\$ of each period)	Dec-20	Dec-19	Variation	
			MThCh\$	%
<b>Current Assets, Total</b>	<b>56.778</b>	<b>64.184</b>	<b>(7.405)</b>	<b>-11,5%</b>
Cash and cash equivalents	5.276	14.207	(8.931)	-62,9%
Other non-financial assets	989	875	114	13,0%
Trade and other receivables	7.500	6.152	1.348	21,9%
Accounts receivable from related entities	30.320	38.089	(7.769)	-20,4%
Accounts receivable from SalfaCorp S.A.	11.596	2.226	9.370	420,9%
Tax assets	1.097	2.634	(1.537)	-58,4%
<b>Non-Current Assets, Total</b>	<b>242.272</b>	<b>239.022</b>	<b>3.250</b>	<b>1,4%</b>
Other financial assets	2	3	(1)	-45,8%
Non-current accounts receivable	5.820	6.747	(926)	-13,7%
Non-current inventories	180.603	182.055	(1.452)	-0,8%
Accounts receivable from related entities	26.834	21.280	5.555	26,1%
Accounts receivable from SalfaCorp S.A.	36	0	36	0,0%
Investments in related entities	23.056	23.507	(451)	-1,9%
Goodwill	546	546	0	0,0%
Property, plant and equipment	93	93	0	0,0%
Deferred tax assets	5.281	4.792	489	10,2%
<b>Assets, Total</b>	<b>299.050</b>	<b>303.206</b>	<b>(4.155)</b>	<b>-1,4%</b>
<b>Current Liabilities, Total</b>	<b>29.134</b>	<b>27.114</b>	<b>2.020</b>	<b>7,4%</b>
Other financial liabilities	7.357	11.899	(4.542)	-38,2%
Working Capital Loans	1.064	2.024	(960)	-47,4%
Land purchase options	0	2.720	(2.720)	-100,0%
Land financing	6.294	7.156	(862)	-12,0%
Trade and other accounts payable	2.883	1.460	1.422	97,4%
Accounts payable to related entities	9.470	7.147	2.323	32,5%
Accounts payable to SalfaCorp S.A. (Finan	7.158	2.247	4.911	218,6%
Current tax liabilities	1.684	3.664	(1.980)	-54,0%
Other non-current non-financial liabilities	582	697	(114)	-16,4%
<b>Non-Current Liabilities, Total</b>	<b>164.257</b>	<b>170.700</b>	<b>(6.443)</b>	<b>-3,8%</b>
Other financial liabilities	30.579	30.827	(248)	-0,8%
Working Capital	3.006	0	3.006	0,0%
Options Land Purchase	19.326	18.783	543	2,9%
Land financing	8.247	12.043	(3.796)	-31,5%
Lease liabilities	4.408	5.540	(1.132)	-20,4%
Accounts payable to related entities	11.353	10.889	464	4,3%
Accounts payable to SalfaCorp S.A. (Finan	113.587	119.679	(6.092)	-5,1%
Other long-term provisions	4.202	3.765	438	11,6%
Deferred tax liabilities	128	0	128	0,0%
<b>Liabilities, Total</b>	<b>193.391</b>	<b>197.814</b>	<b>(4.423)</b>	<b>-2,2%</b>
<b>Equity attributable to owners of the Parent Company</b>	<b>105.661</b>	<b>105.393</b>	<b>268</b>	<b>0,3%</b>
<b>Non-controlling interests</b>	<b>(2)</b>	<b>(2)</b>	<b>(0)</b>	<b>5,1%</b>
<b>Total shareholders' equity</b>	<b>105.659</b>	<b>105.391</b>	<b>268</b>	<b>0,3%</b>
<b>Net Equity and Liabilities, Total</b>	<b>299.050</b>	<b>303.206</b>	<b>(4.155)</b>	<b>-1,4%</b>
<b>Financial Debt (Including debt with SalfaCorp)</b>	<b>151.457</b>	<b>167.966</b>	<b>-16.509</b>	<b>-9,8%</b>
<b>Net Financial Debt (including debt with SalfaCorp)</b>	<b>146.181</b>	<b>153.759</b>	<b>-7.578</b>	<b>-4,9%</b>
<b>Leverage Total</b>	<b>1,83</b>	<b>1,88</b>		

Taxpayer number : 96.885.880-7  
 Period : 01-01-2020 as of 12-31-2020  
 Type of Currency : Millions of Pesos  
 Type of Balance : Consolidated



### **Balance Sheet Analysis**

The main assets of this Unit are associated with land and accounts receivable derived from income from land sales.

Assets classified as non-current inventories correspond in part to land under purchase option agreements, mainly with insurance companies, plus the investment in these assets (infrastructure), with more than one year of realization. These assets have long-term financing (including financing with the parent company) and the company's equity.

In line with the above, as of Dec-20, non-current inventories reached MThCh\$ 180,603, MThCh\$ 1,452 lower than in Dec-19.

Total liabilities reached MThCh\$ 193,391, a decrease of MThCh\$ 4,423 compared to Dec-19.

Equity Attributable to Owners of Controlling Interest reached MThCh\$ 105,661, an increase of MThCh\$ 268 compared to Dec-19.

i. **MAIN INDICATORS OF RENTAS & DES. INMOB. AS OF DECEMBER 31, 2020**

Financial indicators		Dec-20	Dec-19
Liquidity	(times)	1,95	2,37
Indebtedness	(times)	1,83	1,88
Net Financial Indebtedness	(times)	1,38	1,46
DFN / EBITDA (12m)	(times)	29,19	18,86
(DFN - Const. Loans - Land Financing) / EBITDA	(times)	22,43	13,87
EBITDA (12m) / Net Financial Expenses (12m)	(times)	-28,89	21,85
Return on Controller's Equity	%	0,2%	3,1%

The financial indicator with the greatest variation between Dec-19 and Dec-20 was:

**EEBITDA /GFN:** The increase is due to the increase in EBITDA (12m) and the decrease in net financial expenses (12m).