CLP 8,750 CLP 7,230

Q DATA	
Bloomberg	ILC CI
Rating (ICR/Feller)	AA+
52 weeks Hi/Lo (CLP)	8,580/6,801
Current Price (CLP)	7.230
Upside Potential	21,0%
Shares outstanding (M)	100
Market Cap (CLP M)	723.000
Float (%)	33,0%
ADVT 6M (USD M)	0,56

✓ RATIOS			
	2014	2015E	<b>2016E</b>
EV/EBITDA	-	-	-
EV/Sales	-	-	-
P/E	13,9x	11,1x	9,5x
P/BV	1,5x	1,1x	1,2x
Div. yield	6,1%	6,2%	15,1%

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## **ILC**

Cashing out from Pension Business and shifting gears to consolidate its less-regulated segments

In the following report we are updating our valuation of ILC, to include the sale of a 27.5% stake in AFP Habitat to Prudential and the acquisition of a 50.1% stake in Banco Internacional. We are upgrading our recommendation to BUY while changing our target price from CLP 7,817 to CLP 8,750.

After the primary election of the current government's coalition, both ILC and Habitat were affected by the sectorial reform agenda attached to the tax reform, showing an underperforming trend versus IPSA index, although recently interrupted after the agreement with Prudential was disclosed. In the health business there is a short-term risk, because this month the government will submit a reform bill to the Congress that is likely to severely limit the role of Isapres in the private health care business, which we see as the main short-term downside risk for ILC. However, a friendlier-than-expected reform combined to the low relative weight of this segment in ILC's portfolio might even have a positive impact on the valuation.

In addition, we have positive expectations for the health care business regarding maturing investments and synergy potential, which we estimate represent a significant hidden value for ILC and could generate earnings visibility in the medium term. On the other hand the sale to Prudential will deliver a significant direct income and an accounting appreciation of its remaining 40% stake, which according to our estimates should generate a dividend yield ~14% even applying the minimum legal payout. In the long term we believe the company can sustain a dividend yield of ~6%, with a reasonable investment plan.

Finally, we have also seen a better-than-expected performance in the life insurance business, which we believe has not been included in market valuations. Regarding the acquisition of Banco Internacional, we think it could generate more value than the estimated by the market, being Consorcio's acquition of Banco Monex a good roadmap to follow.

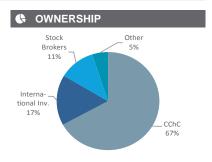
## ILC **HOLDINGS**

ILC is a holding company controlled by the Chilean Construction Chamber (CChC). ILC's main segments are: pension fund administration, health insurance, healthcare services (hospitals and outpatient) and life insurance. Its main asset is AFP Habitat where currently holds a 67.5% stake (will diminish to 40% after an agreed sale to Prudential), which currently exhibits a 25.9% market share of AuM in Chile



.h E	BIT BREA	KDOWN (CLI	P M) 1H15
80,000 - 70,000 - 60,000 - 50,000 - 40,000 - 30,000 - 20,000 -	51,344	24,032	75,376
0 +	Non-Insurance Business	Insurance Business	Total

INCOME STATEMENT



Q DATA	
Bloomberg	ILC CI
Rating (ICR/Feller)	AA+
52 weeks Hi/Lo (CLP)	8,580/6,801
Current Price (CLP)	7.230
Upside Potential	21,0%
Shares outstanding (M)	100
Market Cap (CLP M)	723.000
Float (%)	33,0%
ADVT 6M (USD M)	0,56

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INCOME STATEMENT	2013	2014	2013L	2010L	201/L
Revenues	645.993	700.050	791.334	854.288	886.191
Chg %	0,0%	8,4%	13,0%	8,0%	3,7%
EBIT	94.594	96.247	104.702	110.196	113.395
Chg %	0,0%	1,7%	8,8%	5,2%	2,9%
EBIT Margin	14,6%	13,7%	13,2%	12,9%	12,8%
Net interest	12.403	21.585	2.148	3.579	4.231
Associates	3.295	4.335	4.011	4.163	4.288
Net Income Non Fin. (*)	94.332	57.968	365.234	70.253	69.583
Net Income Insurance	2.790	11.447	26.205	27.319	28.120
Net Income Bank	0	0	1.120	6.433	8.849
Minorities	27.367	32.286	34.805	36.594	38.199
Cons. Net Income (*)	69.756	52.852	366.844	77.120	78.903
BALANCE SHEET	2013	2014	2015E	2016E	2017E
Current assets Non-Fin	227.948	220.764	423.077	364.074	355.542
Long term assets Non-Fin	711.867	767.547	848.638	879.222	911.954
Total assets Non-Fin.	939.815	988.311	1.271.715	1.243.296	1.267.496
Total assets Insurance	4.333.650	4.852.844	5.304.073	5.675.358	5.675.358
Total assets Banking	0	0	1.200.661	1.376.557	1.607.622
Total Consolidated Assets	5.273.465	5.841.155	7.776.449	8.295.211	8.550.475
Financial Liabilities Non-Fin	436.016	436.016	480.673	494.951	503.886
Total Liabilities Non-Fin	430.149	644.596	712.924	735.627	752.014
Total Liabilities insurance	4.508.435	4.508.435	4.949.285	5.301.113	5.281.189
Total Liabilities banking	0	0	1.108.768	1.278.231	1.500.447
Total Consolidated Liabilities	4.555.568	5.153.032	6.770.977	7.314.971	7.533.649
Minority Interest	241.320	196.994	339.519	357.549	379.617
Total Equity	476.577	491.129	665.953	622.690	637.209
EBITDA NON-FIN	2013	2014	2015E	2016E	2017E
Habitat (*)	77.860	82.625	81.307	81.395	82.545
Red Salud	21.995	21.940	27.538	33.378	35.575
Consalud	11.735	11.031	11.696	12.325	12.941

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(\*) Excluding financial income from regulatory reserves

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## Regulatory risk has declined in recent quarters in the pension business

After the election of President Bachelet and the presentation of the government program, the Tax Reform definitely had a negative impact on the local stock exchange. This effect further deepened when it was disclosed the agenda also included constitutional changes, educational system and reforms to several economic sectors like the pension and health systems, which significantly impacted ILC's stock given the its high exposure to both sectors.

Regarding the pension sector, a commission is currently working on reform proposals; however, none of them, so far, would imply disruptive changes in the AFP's field. Basically, what is being considered is an increase in the retirement age for women and a higher contribution rate (which currently stands at 10% of gross income), which theoretically should help finance a solidary pillar to complement the lowest pensions.

In addition, we also see a worse momentum to carry out reforms considering the sharp contraction in the Chilean economy. In this scenario, introducing any additional uncertainty might curb the economic growth, and the political capital should focus on the most urgent reforms, with a more realistic sense on what can be actually achieved on a simple mandate.

In our view, this justifies a lower risk premium that should be reflected in higher relative valuations, especially when the reforms are known in detail.

## 1 ILC and Habitat's Relative Performance vs. IPSA



Source: Company Reports, BICE Inversiones., Stock Exchange

## However, the health sector remains at a high uncertainty level

In the health sector, regulatory changes proposed so far are much more radical. The majority of the commission endorsed a proposal that involves a universal health plan run by the government called "Plan Único de Salud", which does not discriminate by gender or age, thus leaving Isapres only as supplementary health insurers.

This month the government will submit a reform bill to the Congress that is likely to severely limit the role of Isapres in the private health care business, which we see as the main short-term downside risk for ILC. However, a friendlier-than-expected reform combined to the low relative weight of this segment in ILC's portfolio might even have a positive impact on the valuation.

## Higher competition in the health insurance business should lead to reduced operating margins

Currently the pension regulator takes bids every 2 years, where the winning bidder is the one submitting the lowest management fee, being granted the exclusive rights to manage all new subscribers to the system.

The fee charged by Planvital (winner of the last tender) is 0.47%, while Habitat charges 1.27% and the rest of the AFP's range between 0.77% and 1.54%. Hence, it is likely that in the short-term the more expensive AFP's continue to lose customers with lower administered amounts, since at this level the differential return on funds under management do not compensate on average the higher costs of administration.

On the other hand, there has been an increased competition in the longer term segments, with higher spending on sales force and service quality to attract higher-income customers, which could result in lower margins.

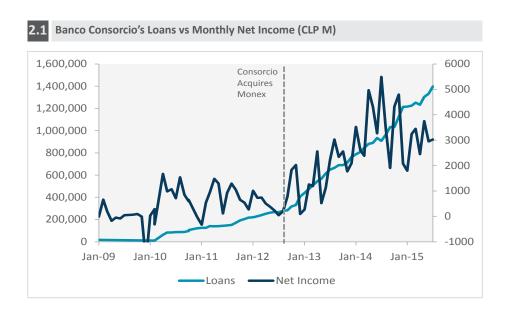
These two factors combined lead us to believe that the customer base might continue to fall in the short term, until customers that were previously in AFP's with lower commissions begin to migrate to others with better services and/or returns like Habitat in upcoming years.

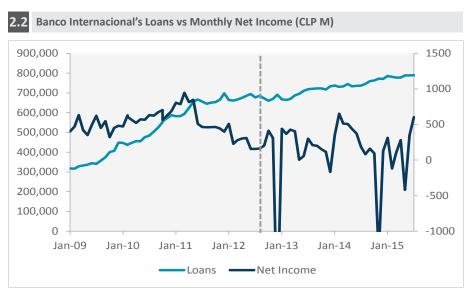
## We believe that the purchase of Banco Internacional makes more sense than what can be inferred at first sight

At a first glance, the purchase of a niche bank in Chile does not make much sense, and might even look like a typical case of inadequate diversification and value destruction to shareholders, since ILC is a holding company that receives a great liquidity from its subsidiaries through dividends and asset sales. However, our vision for the acquisition is more constructive and builds on the successful experience of another local insurance company that recently acquired a niche bank (even smaller than Banco Internacional), and has generated a very attractive profitability level in less than three years.

We think the role model is the one conducted by Consorcio in Chile that after acquiring Monex bank in 2012 made a capital increase and focused on financing short portions of long-term operations to companies in their insurance business. The idea is to take advantage of the banking license in order to obtain cheap financing, and by using a very light operational structure generate corporate credits in businesses related to the insurance company investment portfolio, that must focus on a long-term financing horizon in order to comply with sector regulations.

The acquisition price looks a little high considering the bank's many current assets that might not be useful in this strategy, but we believe there is an attractive and feasible business plan, with recent proven experience in the local market, that could generate an additional upside to our valuations.





Source: BICE Inversiones, Company Reports

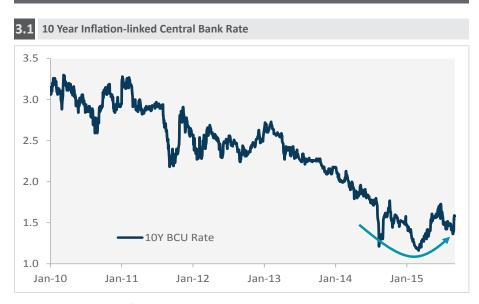
## Insurance business: after cleaning up the investment portfolio, it's time to grow

The insurance business is mainly related to the acquisition of Corp Vida to the Saieh group, which at the beginning generated negative results associated to a few particular investments in their portfolio (loans to the supermarkets chain SMU, La Polar bonds, etc.). However, the company has been cleaning up its portfolio and has modified its investment policies towards a more conservative approach.

We believe this market has a fairly attractive growth potential, since there is a significant chance the long-term rates rise from current values (the Central Bank has started to give some signals in this regard) increasing margins in the investment portfolio. In addition, the transaction value was attractive because the seller was willing to give better-than-usual conditions to close a quick sale.

Currently the market consensus values the insurance business at 1.5x P/B. This is in the low range of historical transactions (which we also use it in our valuation), however, we believe there is an interesting upside risk in this business as well.





Source: BICE Inversiones, Thomson Reuters

2 Life Insurance Transaction Multiples - Chilean Market 2000-2015

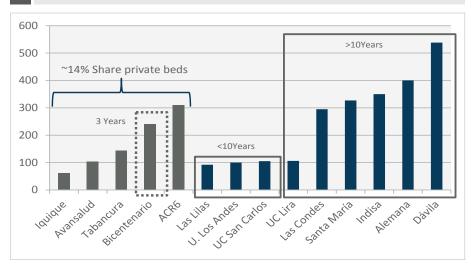
	Median	Max.	Min.	ILC - CGVC
Price / Reserves	0.1x	0.3x	0.1x	0.1x
Price / Book	1.5x	3.2x	0.7x	1.0x

Source: BICE Inversiones, Thomson Reuters

## Healthcare services: lots of potential still to capture in the assets portfolio

When analyzing the capital allocation by business, it's clear that ILC has made a big bet in the healthcare services segment, both in clinics, outpatient services and other. However, this has not been reflected in a higher profitability so far. This expansion has been achieved through acquisitions, but most clinics have kept working independently so far, causing costs duplicity and a weaker brand image for Red Salud. In this sense, we believe the company should focus on generating operating synergies and strengthening the unified brand.

## 4 Main hospital supply (# beds)



Source: BICE Inversiones, Company Reports

In addition, we have to consider that Tabancura Clinic is currently under renovation, thus negatively affecting results. Finally, another mistake the company made was to heavily invest in the Bicentenario Clinic, which has taken much longer-than-expected to become a profitable operation. In this regard, competitors' experience shows that the most profitable assets are the clinics with significant land banks which grow in stages, in order to satisfy its demand, like Banmedica (Santa Maria and Davila), Indisa and Las Condes, among others.

Nevertheless, we believe the current scenario brings interesting growth opportunities in the mid-term, regarding potential operating improvement, synergies generation and assets maturity. In our meetings with the company's management team, we had the impression they have a clear picture and are making changes in order to execute a new strategy. 2016 will probably have positive news in this regard.

## 5.1 Valuation Multiples - Health services local peers

CLP M	EBITDA	Net Income	Mkt Cap	EV	EV/ EBITDA	P/E	P/B
BUPA	28,953	13,503	343,661	506,995	17.5x	25.5x	1.9x
Banmedica	113,723	48,700	964,813	1,219,449	10.7x	19.8x	3.8x
Indisa	20,102	11,730	229,637	251,875	12.5x	19.6x	4.6x
Las Condes	23,652	9,868	319,721	430,532	18.2x	32.4x	1.9x

Source: BICE Inversiones, Company Reports

## 5.2 Operational Indicators LTM (CLP M) - Health services local peers

Clinics	Revenues	Beds	Rev x Bed	EBITDA	EBITDA Mg.
Red Salud	122,992	13,910	8.8	13,910	11.3%
BUPA	64,500	8,044	8.0	8,044	12.5%
Banmedica Chile	334,695	50,943	6.6	50,943	15.2%
Indisa	105,763	20,102	5.3	20,102	19.0%
Las Condes	165,973	23,652	7.0	23,652	14.3%
Outpatient	Revenues	Boxes	Rev x Box	EBITDA	EBITDA Mg.
Red Salud	91,383	7,996	11.4	7,996	8.7%
BUPA	138,160	18,229	7.6	18,229	13.2%
Banmedica Chile	61,937	9,150	6.8	9,150	14.8%
Health Services	Revenues	EBITDA	EBITDA Mg.	Revenues/IC	ROIC
Red Salud	214,375	21,906	10.2%	85.1%	3.9%
BUPA	202,660	26,273	13.0%	77.4%	5.3%
Banmedica Chile	425,985	62,521	14.7%	155.7%	12.4%
Indisa	105,763	20,102	19.0%	143.4%	16.6%
Las Condes	165,973	23,652	14.3%	59.0%	4.7%

Source: BICE Inversiones

Valuation-wise, the market includes attractive valuations in the sector. When analyzing sector peers (Banmedica, BUPA, Indisa and Las Condes) they trade on average at 14x FV/EBITDA, 23x PE ratio and 3x P/BV. We believe that currently the implied valuation multiples in the healthcare business are being discounted as a result of its recent weak sector performance.

Regarding sector peers, we recognize two main groups depending on their profitability: (i) Banmedica and Indisa, which have a +10% ROIC; and (ii) Bupa and ILC, which have followed an inorganic growth strategy, and still record one digit growth figures. Las Condes is a special case, since it has doubled its size with a major investment that has increased its capital base and impacted its short-term results, but before this, it also reached +10% ROIC.

## The Habitat sale would imply a significant 16E dividend

The Habitat sale will translate into significant extraordinary earnings, as ILC has an historical book value of ~CLP 325 per share, while the adjusted price is now around ~CLP 890 per share. Therefore, this fact on its own will generate a non-recurring income for ~CLP 150,000M.

In addition, the sale will cause a revaluation in Habitat's position that should turn into another non-recurring income of ~CLP 140,000M.

Likewise, the company will also receive ~CLP 50,000 in dividends from its subsidiaries. Thus, even considering the minimum legal payout ratio, ILC could distribute at least ~CLP 102,000M or 1,020 per share (~14% dividend yield at current prices).

## 2. VALUATION

In order to value ILC's shares we used a Sum of the Parts Model (SOTP), calculating the equity of each business separately, considering ILC's stakes in each business, discounting net financial debt and the present value of the holding's administration expenses. In the Habitat and Red Salud cases, we use a DCF model, while for the insurance business we use a 1.5x P/BV ratio. For the rest of the business, we use book value. In addition, we use a 15% holding discount, as several assets do not trade in the market and as it also offers a higher liquidity than Habitat.

Implied valuation delivers a 7x FV/EBITDA in the health insurance business and 8x in Habitat, coupled with 1.5x P/BV in Red Salud, in low levels when compared to its trading peers, which trade between 1.9x and 4.6x.

## 1 Sum of Parts (CLP M)

	EV	Financial Debt	Cash	Equity Value	e Stake (%)	ILC Equity	EBITDA 16E	Net Income 16E	Book 16E	EV/EBITDA 16E	PE 16E	P/B 16E
Consalud	67,112	561	15,937	82,488	99.9%	82,406	12,325	7,284	24,300	5.4x	11.3x	3.4x
Red Salud	384,631	196,763	5,906	198,472	89.9%	178,426	33,378	8,012	127,287	11.5x	24.8x	1.6x
Habitat	878,823	273	45,761	924,312	40.0%	369,725	81,395	57,214	286,954	10.8x	16.2x	3.2x
Vida Camara		0		36,740	99.9%	36,703			24,493			1.5x
cgvc		279,127		321,505	72.4%	232,770			214,337			1.5x
Other Business		3,673		35,392	100.0%	35,392			35,392			1.0x
B. Internacional				129,741	50.1%	65,000		6,433	98,325		20.2x	1.3x
Holdco	-35,000	174,941	238,610	28,669	100.0%	28,669						
Total						1,029,090					13.3x	1.7x
Holding Discount	15%					-154,055						
Equity						875,036						
# Shares (MM)	100											
Target Price	8,750										11.3x	1.4x
Current Price	7,392											
Upside	18.4%											

Source: BICE Inversiones.

INCOME STATEMENT	2014	2015E	2016E	2017E
Chg %	0,0%	13,0%	8,0%	3,7%
Revenues	700.050	791.334	854.288	886.191
COGS + SG&A	-603.803	-686.633	-744.092	-772.796
EBIT	96.247	104.702	110.196	113.395
Mgn	13,7%	13,2%	12,9%	12,8%
Chg %	0,0%	8,8%	5,2%	2,9%
Financial income	43.298	27.192	29.043	30.722
Financial expenses	-21.713	-25.044	-25.464	-26.491
Related companies	4.335	4.011	4.163	4.288
FX and adjustment unit	-11.368	297.944	0	0
Non operating income	14.551	304.104	7.742	8.519
EBT	110.798	408.805	117.938	121.914
Tax	-20.741	-25.020	-27.868	-30.801
Non-Insurance Net income	90.057	383.785	90.070	91.112
Mgn	12,9%	48,5%	10,5%	10,3%
Non-Insurance Net Income *	57.968	365.234	70.253	69.583
Insurance Net Income	11.447	26.205	27.319	28.120
Banco Internacional Net Inc.	0	1.120	6.433	8.849
Consolidated Net Income	101.504	411.110	123.821	128.081
Minority Interest	32.286	34.805	36.594	38.199
Controller Net Income	69.218	376.305	87.227	89.883
Controller Net Income*	52.852	366.844	77.120	78.903

<sup>(\*)</sup> Excluding financial income from regulatory reserves

BALANCE SHEET	2014	2015E	2016E	2017E
Current assets	220,764	423,077	364,074	355,542
Non-fin current assets	86,740	118,537	134,284	138,292
Acc. receiv. + inventory	62,751	86,620	101,638	104,895
Other	23,989	31,917	32,646	33,397
Cash & equivalents	134,024	304,539	229,790	217,250
Technical Reserves	276,315	277,737	302,191	328,214
Net fixed assets	221,913	289,329	292,984	297,143
Real estate investments	17,267	14,878	14,878	14,878
Minority Investment	38,101	17,512	17,606	17,703
Goodwill	101,562	123,154	123,154	123,154
Other assets	112,388	126,029	128,410	130,862
Total non-insurance assets	988,311	1,271,715	1,243,296	1,267,496
Total insurance assets	4,852,844	5,304,073	5,675,358	5,675,358
Banco Internacional assets	0	1,200,661	1,376,557	1,607,622
Total assets	5,841,155	7,776,449	8,295,211	8,550,475
Current Liabilities	214,448	227,569	238,059	245,361
Non-Fin Current Liab	149,366	171,902	178,842	184,764
Other LT liabilities	59,215	60,350	61,834	63,364
Financial debt	436,016	480,673	494,951	503,886
Total non-insurance liabilities	644,596	712,924	735,627	752,014
Total insurance liabilities	4,508,435	4,949,285	5,301,113	5,281,189
Banco Internacional liabilities	0	1,108,768	1,278,231	1,500,447
Total liabilities	5,153,032	6,770,977	7,314,971	7,533,649
Minority stake	196,994	339,519	357,549	379,617
Equity	491,129	665,953	622,690	637,209
Liabilities + equity	5,841,155	7,776,449	8,295,211	8,550,475

# CONTAC

## **NEUTRAL**

Target Price
Current Price

CLP 924 CLP 828

## Q DATA

Bloomberg	Habitat CI
Rating (Fitch/S&P)	-
52 weeks Hi/Lo (CLP)	988/792
Current Price (CLP)	828
Upside Potential	11,6%
Shares outstanding (M)	1.000
Market Cap (CLP M)	828.000
Float (%)	32,5%
ADVT 6M (USD M)	0,31

✓ RATIOS			
	2014	2015E	<b>2016E</b>
EV/EBITDA	11,0x	10,2x	10,2x
EV/Sales	6,5x	5,7x	5,6x
P/E	14,6x	13,4x	14,5x
P/BV	3,6x	3,0x	2,9x
Div. yield	7,5%	8,7%	6,7%

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## **HABITAT**

Upgrading recommendation to NEUTRAL on lower perceived regulatory risks

We are updating our view on Habitat, increasing our target price from CLP 843 to CLP 924 and raising our recommendation from SELL to NEUTRAL. This reflects the lower perceived regulatory risk from the preliminary conclusions on the sectorial reform, according to press sources.

On the other hand, we believe the recent acquisition of Prudential gave a price signal to the market, and would also support the view that the regulatory risk may be overestimated.

Additionally, in the current situation ILC shows an attractive business model with stable cash flows, high return on equity and significant dividend yield, especially valuable in the current volatile scenario. In addition, after several transactions in the industry, Habitat has become the only listed vehicle to invest in the sector and one of the few high dividend yield players on the local market.

However, the growth potential continues to be limited by the tenders for new contributors, while the most attractive segments of higher rents have experienced greater competition leading to higher costs and lower margins. We believe that the future trend in the domestic market should continue to show lower fees, higher commercial costs and limited growth, which would pressure margins to levels that we still see as attractive.

On the other hand, the commitment to grow in the region is going to be strengthened with the entry of Prudential which has a broad expertise in operating multinational financial businesses. Current experience in Peru makes us cautious about the growth potential outside Chile and for now we keep seeing it as an upside risk rather than a source of short-term value.

At the time of the previous report there was a greater regulatory risk, and ILC offered more attractive valuations with better diversification which explained the SELL recommendation. At the current scenario we no longer believe that a negative take is justified, but we see no short-term drivers that lead us to overweight the stock in this context.

## **Habitat**

## **FINANCIALS**

AFP Habitat is a pension fund administrator with a 25.9% market share of AuM in Chile and a Peruvian subsidiary with a 9% market share that was awarded recent auctions for new workers by pension regulator. In Chile and Peru the pension systems operate under a "defined contribution" scheme. In addition AFP's are allowed to operate in other segments like voluntary savings.







Q DATA	
Bloomberg	Habitat CI
Rating (Fitch/S&P)	-
52 weeks Hi/Lo (CLP)	988/792
Current Price (CLP)	828
Upside Potential	11,6%
Shares outstanding (M)	1.000
Market Cap (CLP M)	828.000
Float (%)	32,5%
ADVT 6M (USD M)	0,31

Q PE TRAILING VS 5Y AVERAGE											
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Jan/10 -	Jul/10	Jan/11	Jul/11	Jan/12	Jul/12	Jan/13	Jul/13	Jan/14	Jul/14	Jan/15	Jul/15
			_	PE_R/	ATIO	_	5Y Av	erage			

INCOME STATEMENT	2013	2014	2015E	2016E	2017E
Revenues	129.379	140.504	145.298	147.429	150.877
Chg %	0,0%	8,6%	3,4%	1,5%	2,3%
EBITDA	77.860	82.625	81.307	81.395	82.545
Chg %	0,0%	6,1%	-1,6%	0,1%	1,4%
EBITDA Margin	60,2%	58,8%	56,0%	55,2%	54,7%
Net interest	2.379	1.370	1.066	1.817	1.505
Associates	2.042	2.161	2.294	2.363	2.433
Net Income	64.837	62.446	61.915	57.214	55.811
Chg %	0,0%	-3,7%	-0,9%	-7,6%	-2,5%
Net Margin	50,1%	44,4%	42,6%	38,8%	37,0%
BALANCE SHEET	2013	2014	2015E	2016E	2017E
Current assets	66.617	52.855	54.551	47.027	42.997
Total assets	308.407	327.809	350.905	368.393	390.962
Financial debt	287	265	273	281	290
Total liabilities	52.125	76.764	79.067	81.439	83.882
Equity	256.323	251.045	271.838	286.954	307.080
Liabilities + equity	308.407	327.809	350.905	368.393	390.962
DEBT RATIOS	2013	2014	2015E	2016E	2017E
EBITDA/Fin. Expenses	2655,1x	1090,6x	1909,3x	5964,9x	5873,0x
NFD/EBITDA	-0,81x	-0,53x	-0,67x	-0,57x	-0,52x
NFD/Equity	-0,25x	-0,18x	-0,20x	-0,16x	-0,14x
ROIC	31,7%	31,4%	28,0%	24,4%	22,0%
FCF	2013	2014	2015E	2016E	2017E
+ EBIT	75.566	80.659	79.550	79.613	80.721
+ Dep and Amort	2.293	1.966	1.757	1.783	1.824
- Taxes	-18.502	-22.777	-23.324	-25.087	-27.318
- CAPEX	-6.223	1.843	-2.076	-2.111	-2.163
- Working Capital	-24.217	-3.776	-840	-865	-891
TOTAL	28.917	57.915	55.067	53.332	52.173

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INCOME STATEMENT	2013	2014	2015E	2016E	2017E
Chg %	0,0%	19,8%	-5,1%	2,1%	3,1%
Revenues	144.028	172.593	163.849	167.246	172.406
COGS + SG&A	53.813	59.845	65.748	67.816	70.156
EBIT	90.215	112.748	98.101	99.430	102.249
Mgn	62,6%	65,3%	59,9%	59,5%	59,3%
Chg %	0,0%	25,0%	-13,0%	1,4%	2,8%
Financial income	2.408	1.446	1.108	1.830	1.519
Financial expenses	-29	-76	-43	-14	-14
Related companies	2.042	2.161	2.294	2.363	2.433
FX and adjustment unit	428	394	60	0	0
Non operating income	2.910	634	876	921	942
EBT	93.126	113.382	98.976	100.351	103.191
Tax	-18.502	-22.777	-23.324	-25.087	-27.318
Minority stake	0	5	-2.423	-2.411	-2.471
Net income*	64.837	62.446	61.915	57.214	55.811
Mgn	45,0%	36,2%	37,8%	34,2%	32,4%
Chg %	0,0%	-3,7%	-0,9%	-7,6%	-2,5%
EBITDA	77.860	82.625	81.307	81.395	82.545
Mgn	54,1%	47,9%	49,6%	48,7%	47,9%
Chg %	0,0%	6,1%	-1,6%	0,1%	1,4%

BALANCE SHEET	2013	2014	2015E	2016E	2017E
Current assets	66.617	52.855	54.551	47.027	42.997
Non-fin current assets	3.459	8.534	8.790	9.053	9.325
Acc. receiv. + inventory	1.904	2.354	2.425	2.497	2.572
Other	1.554	6.180	6.365	6.556	6.753
Cash & equivalents	63.159	44.321	45.761	37.974	33.672
Technical Reserves	220.867	256.879	277.737	302.191	328.214
Net fixed assets	14.443	10.634	10.953	11.282	11.621
Real estate investments	0	0	0	0	0
Minority Investment	0	0	0	0	0
Goodwill	0	0	0	0	0
Other assets	6.479	7.440	7.663	7.893	8.130
Total non-insurance assets	308.407	327.809	350.905	368.393	390.962
Total insurance assets	0	0	0	0	0
Total assets	308.407	327.809	350.905	368.393	390.962
Current Liabilities	27.722	36.576	37.691	38.822	39.987
Non-Fin Current Liab	27.676	36.527	37.623	38.752	39.914
Acc. Payable	21.564	29.783	30.676	31.597	32.545
Other	6.112	6.744	6.947	7.155	7.370
Other LT liabilities	24.116	39.972	41.171	42.406	43.678
Financial debt	287	265	273	281	290
Total non-insurance liabilities	52.125	76.764	79.067	81.439	83.882
Total insurance liabilities	0	0	0	0	0
Total liabilities	52.125	76.764	79.067	81.439	83.882
Minority stake	4	0	1	1	1
Equity	256.323	251.045	271.838	286.954	307.080
Liabilities + equity	308.407	327.809	350.905	368.393	390.962

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