Credicorp

2026 Strategic Update

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PRESENTATION

Milagros Ciguenas
Good morning, everyone, and welcome to Credicorp's 2026 Strategic Update. I am Milagros Ciguenas, Investor Relations Officer. It is a pleasure to be with you today. Let me begin by outlining what you can expect from today's event. Today, we will share how Credicorp is entering a new phase of growth and profitability, building on the capabilities we have developed across our integrated ecosystem. We will discuss the significant opportunities ahead and how this translate into deeper customer relationships and greater lifetime value. We will also explore how our shared technology, data, AI and risk capabilities are strengthening our competitive advantages, improving efficiency and supporting disciplined, sustainable and profitable growth.

Throughout the event, our leadership team will share the progress we have made, the opportunities we see ahead and how these support our strategic and financial ambitions. You will also have the opportunity to ask questions, and this slide shows today's agenda and the topics we will cover. Let me go through a couple of logistics details. Following the panel discussions, we will have a Q&A session. You can submit your questions at any time using the Ask Question textbox below the broadcast screen. If it is not visible, simply click on the question mark icon on the left sidebar.

We also have a brief survey and would appreciate your feedback on today's event. You can find the survey link under the resources staff on your webcast screen or by clicking the [inaudible] icon on the left side bar. Before turning it over to Gianfranco Ferrari, our CEO; and Ignacio Belaunde, our CFO, I would like to give you a moment to review our safe harbor statement for today's event. Thank you.

Gianfranco Ferrari
Welcome, and thank you for joining us today. I feel very confident about the opportunity ahead. We see significant potential, and we are better positioned than ever to capture it. Peru is benefiting from supportive macroeconomic tailwinds, underpinned by solid fundamentals, a favorable commodities environment and the evolving political landscape. The capabilities we have built have been tested across different conditions, demonstrating our ability to deliver growth, profitability and resilience.

El Nino represents a temporary headwind, but it does not change Peru's structural opportunity. We are better prepared to anticipate its effects and manage the associated risks. Peru remains our core market with significant [inaudible] headroom supported by low financial and insurance penetration, the continued prevalence of cash and other structural opportunities. At the same time, we will selectively pursue regional opportunities, exporting proven capabilities while bringing back new ideas that strengthen our businesses.

Our growth opportunity has both breadth and depth. Breadth means reaching more people and serving new segments through our core businesses and innovation portfolio. Depth means addressing more of our client needs, earning the preference and building stronger relationships. Becoming our clients' principal financial partner creates value for both our customers and Credicorp. Across banking, payments, insurance, health, wealth management and capital markets, one product or service can open the door to another.

Yape [ph] drives everyday engagement. BCP enables broader banking relationships. Mibanco supports micro entrepreneurs. Pacifico provides protection and Credicorp Capital serves the investment and capital markets needs of individuals and institutions. As clients meet more of their

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needs through our ecosystem, engagement strengthens, relationships deepen and value creation becomes more sustainable. This ecosystem is powered by talent with diverse experiences across Credicorp, fostering the self-disruptive mindset that continually challenges how we operate and how we serve our clients.

Ignacio, how are the capabilities we have built expanding the market we can serve and converting that opportunity into profitable growth?

Ignacio Belaunde
The capabilities we have built are allowing us to serve a much larger market profitably. In the early stages of our transformation, we focused on expanding our digital transactional ecosystem. We then invested in data and analytics, digital product development, distribution and cybersecurity, turning greater digital engagement into better customer outcomes and structurally, a lower cost to serve. The scale we have achieved is significant. Over the last five years, we have almost doubled our customer base, increased digital adoption to more than 80% and scale monthly digital monetary transactions from approximately $75 million in 2021 to $1.2 billion in 2026, supported by 99.9% uptime.

But scale is only a part of the story. The information generated by that ecosystem, combined with stronger data, risk and digital platforms capabilities and amplified by AI is allowing us to serve customers we could not previously serve profitably. By investing in talent, data infrastructure and more sophisticated risk models and embedding these capabilities into our operating model, we can identify risk more precisely, personalize propositions and extend credit to mass markets and microfinance customers while maintaining a disciplined underwriting and attractive risk-adjusted return.

We are already seeing strong traction. Active lending clients increased from one million in 2021 to more than four million in 2026. And we believe there is substantial runway ahead as we bring more customers from informal lending into a more convenient and trusted formal financial ecosystem. What we built for scale is now a platform for profitable growth. So looking ahead, this gives us confidence in our revised 22% medium-term ROE ambition, supported by four main engines.

The first one is core business growth, continue growing in our core markets and reaching underserved segments, improving portfolio mix and increasing risk-adjusted NIM. The second is innovation portfolio, investing with discipline, continuously turning new ideas into scalable solutions that create customer and business value. Third, ecosystem monetization, deepen principality through everyday financial services and continue maintaining and strengthened low-cost deposit base generated transactional noninterest income and scale insurance health as well as asset management and advisory. And fourth, operating leverage. We will continue investing, but much of the foundational investments is already in place. Revenues will outpace costs, and we will reduce the efficiency ratio below 42% in the medium term.

All of this is enabled by our innovation mindset and embedded across our culture, business strategy and operating model.

Gianfranco Ferrari
Thank you, Ignacio. Today's conversation will bring this ambition to life. In our first panel, we will explore how we are translating opportunity into execution, reaching more customers and deepening our relationships with them.

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Ignacio Belaunde
In our second panel, we will look at how we are strengthening our shared capabilities and converting them into tangible business outcomes.

Gianfranco Ferrari
Ultimately, our ambition is not simply to grow bigger, but to scale a more integrated, sustainable and resilient ecosystem. I'll now hand over to Francesca Raffo, our Chief Innovation Officer, who will be moderating our first panel. Enjoy the conversation.

Francesca Raffo
Thank you, Gianfranco, and good morning, everyone. Last year, at our 2025 Investor Day, we framed the ecosystem opportunity around growth with a focus on underpenetrated and underserved segments. Today, that reach is increasingly translating into deeper engagement, broader product adoption and more meaningful customer economics.

From an innovation perspective, that starts with understanding what the customer needs and making it easier for them to do it. Our innovation portfolio is helping us to find new ways to serve those needs alongside the changes we are making in our core business. We are seeing these initiatives become more meaningful contributors to the group. Each business contributes differently, but all benefit from shared customer access, data, technology, distribution and disciplined risk management.

Today, we will show how Yape, BCP mass market segment, Mibanco and Pacifico are turning reach into greater principality, recurring engagement and higher lifetime value. Across these businesses, we are seeing clear progress in scale, customer profitability, digital adoption and principality, evidence that the model is working and that significant headroom remains. I am joined by leaders driving this progress, Raimundo Morales from Yape, Maricarmen Torres from BCP, Alejandro Perez-Reyes from Mibanco and Eduardo Montero from Pacifico. Let's start with what has already been proven.

Raimundo, Yape has achieved extraordinary scale and daily engagement. How is that engagement developing into deeper financial relationships? And what should investors monitor to track monetization?

Raimundo Morales
Thank you, Francesca. What allows Yape to move beyond transactional scale is the depth of the customer relationships we have built through payments. With nearly 20 million users with over 80% of them monthly active users, Yape has become deeply embedded in Peruvian's everyday payment habits. This daily engagement generates proprietary data, which translates into richer customer and risk insights. These insights allow us to distribute broader financial products efficiently and a low marginal cost.

Yape is, therefore, not only a payments platform, but also a data distribution and experimentation engine that expands Credicorp's ability to serve customers profitably without compromising the experience that drove Yape's adoption. This engine is already translating engagement and insights into monetization. Lending is the clearest proof point today. By leveraging transactional data, we gain a deeper understanding of our users, enabling us to offer more personalized and accessible credit solutions.

Today, we serve over three million active lending clients, have disbursed a loan to more than six million unique users and have provided their first-time formal loan to more than two million of

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them. Credit is becoming an increasingly important driver of monetization with payments remaining a relevant revenue source and expected to continue growing solidly. This is reflected in revenue growing much faster than expenses, while NPS remains at best-in-class levels. That tells us that we can deepen the financial relationship without compromising the experience that drove Yape's adoption in the first place.

On interoperability, it has been in place for three years now. And what we have seen is that it has helped digital payments gain ground against cash faster. For us, it has become an additional distribution lever rather than a competitive constraint, expanding the number of use cases available and increasing the utility of the platform. What ultimately differentiates Yape is not a closed network, but the depth of the customer relationship, the quality of the experience and the frequency of the engagement we have built on top of it.

Francesca Raffo
Very impressive. Maricarmen, in the mass market segment, the first wave was about access and digital interaction. What evidence shows that this customer base has already become a meaningful growth and profit pool? And why is Credicorp still early in the engagement opportunity?

Maricarmen Torres
Thank you, Francesca. BCP's Mass Market segment has clearly moved from being only an access story. Today, it's also a proven value creation engine. In fact, this year alone, the segment accounts for nearly half of the bank's incremental profit and net income reached approximately 7x pre-pandemic level. What is even more important is that this growth reflects stronger customer economics. Since 2019, we have more than doubled the number of revenue-generating customers while tripling profit per customer. And we're seeing growth across all three major value pools, lending, deposits and fees.

Cross-sell has doubled and deposit balances have more than doubled, yet we are serving only a portion of our customers' broader financial needs, leaving a significant headroom to deepen relationships. And the reason we believe we're still early in the journey is what we see in our cohorts. Newer cohorts are reaching higher engagement, operating balances and fee-generating activity much earlier in their life cycle. To us, this is clear evidence that our focus on everyday relevance, engagement and principality is accelerating value creation.

A key reason we are confident in this opportunity is our hybrid distribution model. Digital channels allow us to engage customers efficiently at scale and continuously learn from their behavior, while our physical presence reinforces trust and supports customers in higher value decisions. And when you put all that together with our proprietary data, AI-enabled decision-taking, disciplined risk management and a strong funding franchise, we are in a unique position to deepen customer relationships and capture the significant opportunity ahead.

Francesca Raffo
So still much to come. Mibanco has historically been viewed primarily through the lens of lending. How is the business model evolving toward a broader relationship with clients? And what changes economically when deposits, payments, insurance and digital channels are added?

Alejandro Perez-Reyes
Thank you, Francesca. I'd say that the biggest change is that Mibanco is moving from being present mainly when the client needed credit to being part of their everyday financial lives. For our microentrepreneurs, business and household finances are closely connected. They need to

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collect payments, pay suppliers, save for the next cycle and protect their families and businesses. Our opportunity is to support the full cycle, not just alone. We have a strong foundation, years of trust, a deep understanding of our clients and relationships built on proximity, advice and empathy.

We're making Mibanco more digital without losing that human connection, and we're already seeing progress. Over the past two years, digital transactions have grown more than fivefold and nonfinancial income has grown by a factor of 1.6x. Retail deposits now represent 50% of total liabilities, up from 40% four years ago. These are signs of a broader relationship. We are learning from client behavior and refining which solutions can scale and create lasting value.

As clients turn to us more often for payments, savings and protection, we become their primary financial partner. Economically, that means more diversified revenues and greater value with lower capital intensity while maintaining our risk discipline. This also makes us complementary to Yape within Credicorp. Yape brings frequency, simplicity and massive reach. Mibanco brings trusted advice for the more complex decisions entrepreneur space. Together, we can combine scale with depth. And that's a shift, from financing a moment in our clients' lives to being a trusted partner throughout their financial journey.

Francesca Raffo
Thank you. Pacifico has accelerated its retail growth through Credicorp's bancassurance channels and strategic third-party partnerships. What results demonstrate that these are proven drivers of profitability growth and can continue to scale?

Eduardo Montero
Thank you, Francesca. Three years ago, Pacifico set a clear ambition, to become the number one insurer in retail by accelerating profitable growth. Today, we have achieved that ambition, reaching the number one position with a 27.7% market share. And for that, bancassurance [ph] has been the primary engine. Over the last four years, premiums grew more than 60% and increased the contribution from 29% to 35% of Pacifico's total premiums. During that same period of time, our insured customer base expanded from approximately 4.7 million to 7.4 million, bringing protection to millions of additional Peruvians.

Bancassurance also represented approximately 8.4% of Credicorp's net income in 2025, moving us closer to our stated 10% ambition. This growth creates value not only for Pacifico, but for the broader Credicorp ecosystem by strengthening the relationship between its businesses and their customers. At BCP, for example, customers who acquired a health insurance product were 2.4x more likely to become highly principal customers within the next six months. We have also built a rapidly growing strategic third-party partnership businesses.

Between 2022 and 2026, premiums from these partnerships more than tripled and now represent 10% of Pacifico's total premiums. Together, these results clearly demonstrate that bancassurance and strategic partnerships are already relevant drivers of profitable growth.
They also validate the product, pricing, analytics, technology and integration capabilities we have built to continue scaling within Credicorp and beyond its ecosystem.

Francesca Raffo
So two proven examples of growth and value. What I find encouraging is that we are seeing that reach is increasingly translating into deeper engagement, greater principality and stronger customer economics across the different business. We are finding more ways to serve our clients and forging stronger financial relationships. That gives us the confidence in the next stage of

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growth. Our innovation portfolio has played a crucial role. Reaching our 10% risk-adjusted revenue ambition is an important milestone and validates that the strategy behind it is the correct one. This reinforces our conviction to raise our North Star ambition to 30% of risk-adjusted revenues in five years.

There are two parts to this, continuing to scale the initiatives that are already working and developing the next generation of businesses and capabilities. Yape remains central to the story, continuing to scale rapidly and disrupt the market, while acting as an ecosystem distributor enabler. We will continue allocating capital selectively, prioritizing businesses with clear product market fit, scalable economics and a path to attractive returns under the same disciplined governance and guardrails previously established.

At the same time, the evidence across our ecosystem reinforces that substantial headroom remains to deepen relationships, increase monetization and expand participation across payments, savings, credit, insurance and care. With this in mind, we will now hear from each of the leaders which we see the biggest remaining headroom and which levers can best unlock it.

Let's start with Raimundo again. Raimundo, what is the next chapter for Yape? And where do you see the greatest opportunity to convert the daily engagement into deepen and more valuable financial relationships?

Raimundo Morales
The next chapter in Yape is to turn the scale and the daily relevance into deeper, more valuable relationships. For individuals, we are building a broader banking proposition around credit and savings while continue to expand the digital payments and some selected nonfinancial use cases that help us increase the daily frequency. The objective is a clear progression, from active user to principality. For merchants, our ambition is equally comprehensive, a single solution for collections, for payments, financing and day-to-day business management, helping merchants improve their daily cash flow and run their operations more efficiently.

Tap and interoperability remain important conversion levers. They bring more users and transactions into the ecosystem, creating opportunities to migrate engagement into monetizable products. Beyond Peru, we continue focusing on Yape Bolivia growth and adoption, where after three years, we are the leaders in interoperable transactions and continue building our proven model. Looking ahead, we will explore new markets selectively, focusing on where our model is transferable and the economics make it attractive.

Francesca Raffo
Maricarmen, you mentioned principality. What is the practical path from a highly digital customer to a broader, more frequent and more profitable relationship?

Maricarmen Torres
For us, principality is much more than a relationship metric. It's really the framework we use to understand and to scale customer relationships that create value for both the customer and the bank. Principal customers are consistently more engaged, have lower churn, stronger risk profiles and generate significantly more value over time. What makes this framework particularly powerful is that it allows us to reverse engineer value creation. So by understanding how our customers behave and evolve over time, we have developed a proprietary principality score that helps us identify for each customer, which actions are most likely to deepen the relationship and replicate those patterns at scale.

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The journey itself is quite intuitive. It typically starts with everyday payments and digital interactions. As engagement grows, customers build higher operating balances, adopt fee-generating services and over time, expand into credit protection and investments. And we see this framework works. Over the last three years, principal customers have tripled with a stronger transaction frequency, digital usage, fee activity and operating balances. What's really exciting is that the largest opportunity is still ahead of us. Product penetration remains relatively low in lending, protection and investments.

In other words, we're still serving a small fraction of our customer needs, leaving us with a multifold opportunity to deepen relationships. And that is why we expect loan and insurance penetration in the mass market segment to grow several times by 2029. We have already demonstrated that scale creates value. The next phase is about unlocking more of the lifetime value embedded in customer relationships we already have.

Francesca Raffo
Now moving to microfinance. Alejandro, for the micro and self-employed customer, what will enable Mibanco to deepen that relationship and increase recurring engagement without losing the risk and underwriting discipline?

Alejandro Perez-Reyes
Well, for us, the key is to deepen the relationship without changing what makes Mibanco strong and distinctive. More frequent engagement helps us understand and serve clients better while maintaining our underwriting discipline. In the micro and self-employment segment, principality means becoming the trusted place that helps clients manage more of their financial lives, collecting, paying, saving, protecting themselves and accessing credit when it makes sense.

More frequent interactions also give us additional visibility into cash flows, seasonality and business dynamics. This, in turn, strengthens how we assess customer needs, identify opportunities and, of course, manage risk. Mibanco WhatsApp is a very good example of this evolution that brings us into a channel entrepreneurs already use every day, making the relationship simpler, more frequent and more convenient. Importantly, it does not replace the adviser. It allows advisers to focus on the moments where advice, trust and human judgment create the greatest value.

We are seeing encouraging early traction, reinforcing our conviction that technology can increase frequency and convenience without weaken the relationship that differentiates Mibanco. This combination of digital convenience and trusted advice is a key differentiator of our model. Beyond loan growth and asset quality, we focus on indicators that show the relationship is becoming broader and more recurring. This should be reflected in greater principality in stronger deposit balances, more fee-generating activity, higher digital engagement and a lower cost to serve. Progress across these indicators would demonstrate that we are increasing customer lifetime value while preserving the risk culture that defines Mibanco.

Francesca Raffo
And now Eduardo. You previously highlighted the strength of Pacifico's distribution model. Looking ahead, how can Pacifico combine its insurance and health capabilities with Video
's reach to develop new customer solutions to unlock the next wave of scalable growth?

Eduardo Montero
We see a significant opportunity to use our distribution capabilities to expand protection and improve access to timely affordable health care. By combining Pacifico's expertise and the reach

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of Credicorp and our third-party partners, we can address large unmet needs through scalable and increasingly asset-light solutions. Our embedded initiative demonstrates this model in insurance. We integrate simple contextual protection directly into the physical and digital journeys where customers already transact.

For example, customers purchasing ground transportation can add travel protection and receive a lump sum benefit if their baggage is stolen or their trip is canceled by the provider. We have built reusable capabilities to design, integrate and operate these solutions at scale. We reduced time to market from approximately six months to six weeks, reached up to three product launches per month and enable digital self-service claims with online payments in terms of millions. We see a similar opportunity in health care, where private insurance penetration among Peru's emerging middle class is only approximately 5%. We are addressing this gap through accessible models that combine telemedicine and affordable outpatient care.

Tesana already reaches more than 60,000 people and delivers over 5,000 teleconsultations per month. MiDoc complements this offering through affordable outpatient primary care with its first pilot clinic serving more than 6,000 patients and achieving a return rate of approximately 30%. Together, these initiatives broaden our addressable market and create new sources of scalable and recurring growth.

Francesca Raffo
The business' evidence that we have discussed today show that Credicorp's reach is increasingly translating into engagement, principality, broader product adoption and monetization. That proven progress gives us the confidence to raise our ambitions. As Chief Innovation Officer, my role is to help translate these ambitions into scalable growth by accelerating and connecting capabilities across the ecosystem with the customer in the center of our decisions. So now let's take a look at a short video with some of the initiatives bringing to life across our businesses, followed by an expert panel in which Cesar Rios, our CRO; and Andre Rezende, our CTO, will discuss how we can do this faster and safely at scale by leveraging our technology, data and AI, and risk capabilities.

[Begin Videotape]

Unknown
Every morning, millions of Peruvians wake up ready to get going. At Credicorp, we are committed to supporting them every step of the way. When they need to renew their car's insurance, they can do it right through Yape and get on with their day. At the hardware store down the road, business is already picking up. The owner has customers to serve. With Mibanco, she can make a transfer through WhatsApp without visiting a branch or leaving the shop. And when she needs financing to grow her business, she can access a micro loan through Yape, helping her maintain inventory and continue serving her customers.

And as one business grows, other plans start to transform into reality. When a customer is looking to renovate their home, data provides a deeper understanding of his needs, so BCP can offer a pre-approved loan tailored to those needs. He can apply online through a simple, fully digital process. Moving forward also means protecting what matters most from the unexpected, so people can realize their plans with health and well-being.

Through Pacifico's health app, people can arrange a medical teleconsultation remotely and receive care when they need it. This is how solutions across our businesses come together in

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everyday moments, helping people thrive as we connect more and better solutions to support them through more moments in their lives. Credicorp, scaling our ecosystem advantage.

[End Videotape]

Cesar Rios
Thank you, Francesca. Panel one showed the opportunity ahead. Let us now explain how the capabilities we build allow Credicorp to capture that opportunity with greater speed, precision and resilience. Andre, our shared capabilities have evolved. What are they enabling our businesses to do differently today?

Andre Rezende
[Inaudible] OK. So over the past decades, we built the foundations across technology, data, risk and cybersecurity. Today, we are increasingly connecting the shared capabilities across the group, allowing business to build on each other's progress rather than develop solutions independently. In technology, we are moving from fragmented business-specific solutions towards a standardized software development and platform with reusable components and agentic software that improves speed, cost efficient, security and operational stability.

The same evolution is taking place across data, AI and cybersecurity, where increasingly reusable group-wide capabilities allow us to scale faster and more consistently across products, business and workflows. The relevance of this advance is not the technology itself, it is what our business can now do differently. By reusing platforms, data products, models and controls, we can scale innovation without increasing cost and complexity at the same pace.

Operating leverage changes the economics of growth, expanding the market and supporting Credicorp's broader regional ambition. The next phase is not another transformation, it is about scaling and compounding what we already built and translating adoption into measurable business outcomes with clear governance and risk discipline. Let us now look at how these capabilities are translating into tangible business outcomes.

[Begin Videotape]

Unknown
At Credicorp, we have moved from building foundations into tangible business outcomes. Across our businesses, data, AI, and cybersecurity are helping us make better decisions, serve customers more effectively, and grow with confidence.

Unknown
Data is one of the clearest examples of how Credicorp is turning share capabilities into measurable commercial outcomes. At BCP, 90% of the loans granted in 2026 were originated by LIBE [ph], while analytical pricing informs most loan margin decisions. Common information provides faster and better informed decisions across areas such as pricing, fraud, claims, and collections. Analytics helps us create more personalized customer experiences by anticipating needs, identifying the right role, channel, and moment engagement [ph]. Personalized leads are five times more likely to convert.

Reusable data and analytical capabilities across the group, such as advanced customer segmentation across business units and broader use of information, including digital signals and where appropriate, insights from unstructured data, enable businesses to leverage shared knowledge, accelerating new use cases and generating value faster.

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Unknown
Over the last three years, Credicorp has invested in AI capabilities, platform, talent, and transformation, moving from experimentation to measurable business impact. Today, 90% of Creative employees use AI tools in their day-to-day work, supporting productivity across software development, commercial teams, and knowledge work. AI agents embedded in key processes are reducing cycle times by 20% to 80%. AI-powered automation now handles 40 to 60 percent of customer service interactions, lowering costs to serve while improving response times and customer experience. We believe change management is critical to AI success. That is why we have invested over 350,000 hours to accelerate enterprise-wide adoption and scale value across Credicorp.

The next step is to increase reuse of proven components and move selectively towards more agentic workflows that support more sophisticated process end-to-end, scaling value without a proportional increase in cost or complexity. This expansion is delivered and governed with human accountability, model risk management, traceability, and controls. The foundations are in place. Our focus now is to scale intelligence responsibly, turning adoption into measurable customer and business value, and supporting profitable growth.

Unknown
Cybersecurity allows us to scale this connected ecosystem with confidence. Enterprise-wide governance, common standards, security by design, and shared capabilities provide a consistent approach to cyber risk across our businesses. Seven businesses are already operating under our shared cyber defense center, straining coordinated detection and response while reducing cost and complexity, significantly accelerating our ability to detect potential threats and incidents. We complement defensive capabilities with offensive security exercises that help us validate our controls, identify vulnerabilities earlier, and prioritize remediation. We are also strengthening awarenesses, education, and secure behaviors across the group, because protecting our customers, the privacy of their data and operations is fundamental to preserving trust and reputation. Together, those capabilities allow Credicorp to innovate and scale with the security and resilience required in an increasingly digital and AI-enabled financial ecosystem.

Unknown
By scaling data and AI within a secure framework, we are turning shared capabilities into measurable value for clients and employees, compounding what we have built to fuel Credicorp's next phase of profitable growth.

[End Videotape]

Cesar Rios
As these leaders just explained, better technology, data, cyber, and AI-enhanced capabilities are changing how Credicorp makes decisions and executes the strategy. From a risk perspective, the value is not in the technology by itself, but the ability to make better and faster decisions at scale and translate stronger capabilities into more resilient growth. We help Credicorp pursue profitable growth through this life cycle while protecting customers and the trust on which our businesses depend on by addressing several sources of risk and uncertainty across credit, market, liquidity and nonfinancial risk as one enterprise-wide system that requires an integrated resilience framework anchored in risk appetite.

Our risk appetite sets the boundaries for growth. We assess opportunities not only at the Credicorp level, but also for their implications on capital structure and our ability to keep operating

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under adverse conditions. This is where the shared capabilities described early becomes strategically relevant. Better data, models and monitoring help us identify opportunities and define how far we can scale within our appetite.

Credit provides a tangible example, richer insights and stronger analytics help us to identify, qualify opportunities, and better tailor the product, amount, term, and price that are appropriate for each customer. Better risk discrimination allows us to develop products for underserved segments while preserving portfolio quality and attractive risk-adjusted returns. The same discipline continues throughout the life cycle. As behavior, repayment capacity, and external conditions evolve, we can adjust products, limits, and support. We also assess portfolios under stress scenarios and monitor early warning indicators so that we can act before emerging pressures become material.

A tangible example is BCP's SME digital working capital product, which provides financing for smaller and less formal businesses. The portfolio and number of customers doubled in a year while its cost of risk improved. That brings together the capabilities discussed previously, digital channels generate behavioral signals and transactional data; models translate that information into better customer selections, pricing, and offer design, and continuous monitoring allows us to quickly scale, adjust, and stop as evidence evolves.

Yape applies the same logic to customers who may be difficult to assess through traditional information alone. Transactional and behavioral data allow us to expand access within clear risk boundaries, while continuous experimentation helps us determine what to scale. Scale is earned rather than assumed. We expand what demonstrates sustainable risk-adjusted economics and adjust when it does not.

Together, these examples show how better information, disciplined experimentation, and clear risk boundaries can expand Credicorp's growth frontiers. As we apply this approach across the broader retail portfolio, we can introduce products tailored to underpenetrated customers while maintaining disciplined risk selection. The result is a more diversified growth engine with improving risk-adjusted NIM.

Andre Rezende
And Cesar, we have seen how these capabilities support growth within clear risk boundaries. How do they help Credicorp anticipate and respond to broader systemic risks?

Cesar Rios
El Nino is a good example of an enterprise-wide response to systemic risks. Our priority is to protect our employees, support customers and communities, and keep essential services available. Its effects extend well beyond credit portfolios. The objective is not only to estimate potential losses, but to anticipate where disruptions could be more severe and act early. This means supporting vulnerable customers and employees, safeguarding facilities, infrastructure, and critical operations, and preserving the continuity of essential services.

We combine climate, geospatial, sector, customer, and operational data to turn a broad external threat into a granular view of exposure, allowing us to focus on preventive actions where it is most needed. This is managed as a one-Credicorp response, with common intelligence, governance, and activation criteria, while each business adapts its actions to its role and operating reality. That allows us to coordinate decisions before the event's full impact materializes, rather than react afterwards. El Nino is, therefore, more than a contingency plan; it demonstrates Credicorp's

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integrated risk management model, which can be applied when preparing for other systemic risk events.

Andre Rezende
Thank you, Cesar. As these capabilities scale, how does governance allow us to innovate and grow while preserving trust?

Cesar Rios
Governance ultimately protects something fundamental to our businesses, customer trust, and that trust has economic value. At BCP, customers with high trust are 20% more likely to choose BCP as their main bank. As AI becomes more embedded in decisions and workflows, we apply common governance, human accountability, and controls proportional to the potential impact of each use case. Governance gives us the confidence to innovate and scale responsibly. Better decisions expand the opportunities Credicorp can pursue, while clear appetite limits, stress testing, and monitoring define how far we can scale them through the cycle. This is how governance supports sustainable, risk-adjusted growth.

Andre, looking ahead, what should investors watch to see these capabilities scaling further?

Andre Rezende
Cesar, looking ahead, our priority is to compound on the foundations already built across Credicorp. We will increase the reuse of shared platforms, data products, and analytical capabilities, bringing proven solutions to customers and businesses faster. We will also embed AI more deeply into customer and employee workflows, moving selectively toward more complex and agentic processes where the value is clear and the appropriate governance is in place. We will measure progress through adoption and measurable business outcomes rather than investment or number of use cases. And Cesar, what should investors expect from risk management as these capabilities scale?

Cesar Rios
Our goal is straightforward, support profitable growth and build an organization that remains resilient as Credicorp scales. Investors should expect progress on three fronts. First, better decisions across the enterprise. We will extend data, models, and early warning signals across the businesses, reducing the time from risk signal to management action. Second, growth with clear boundaries. Risk appetite and stress scenarios will guide how we scale opportunities and assess their implications for the group.

Third, a more resilient, integrated system. We will continue connecting financial, operational, and technology risk management so our businesses can grow and adopt technology with confidence while remaining prepared to absorb shocks. Ultimately, risk's role is to help turn the opportunities we have discussed today into sustainable, risk-adjusted growth helping us decide where to grow, how far to scale, and when to adjust course.

I will now turn it back to Gianfranco for his closing remarks.

Gianfranco Ferrari
Let me close with a simple message. We have significant room to grow and a stronger ecosystem to turn that opportunity into sustainable value. We have built significant reach. Now the opportunity is to deepen those relationships by serving more of our clients' financial needs and generating greater value over time. Our businesses working together and supported by shared capabilities allow us to serve more clients better while operating more productively. That is how we translate

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growth into stronger risk-adjusted returns. These trends reinforce our midterm ambition, reaching around six million active lending clients, achieving an efficiency ratio below 42% and delivering an ROE of around 22%.

Looking further ahead, by 2031, our ambition is for the innovation portfolio to contribute around 30% of total risk-adjusted revenues, becoming an increasingly important driver of our performance. We will pursue these ambitions with discipline, allocating capital selectively, scaling what works and preserving portfolio quality, resilience and customer trust. Our direction is clear, deeper, more relevant relationships with our clients, a more productive ecosystem and greater value for our shareholders. We are confident in the opportunity ahead and in our ability to capture it.

Thank you for your continued trust and support. Let's move now to your questions.

QUESTION AND ANSWER

Milagros Ciguenas
Thank you, everybody, and now we will start with the Q&A session. We will start with a question from Ernesto Gabilondo from Bank of America.

How should we think about the trajectory of digital initiatives increasing their contribution to risk-adjusted revenues from 10% today to 30% by 2031? Should we expect a relatively steady around 6% annual increase in their contribution, or will the ramp-up be more uneven over the five-year period?

Gianfranco Ferrari
Francesca, could you please answer the question?

Francesca Raffo
Yes. We should definitely expect, I think, a more uneven -- more than a ramp-up. But having said that, remember that this is a portfolio that started more or less eight years ago. So we have more mature investments and lines of business like Yape, where we do see uneven increase yearly. And that is the reason why Yape is still in the innovation portfolio, because it continues to bring very, very large growth. But on the less mature initiatives, we should begin to see a ramp-up in initiatives like we've seen before, Tenpo and Eyo [ph], Culqi. And then we have very early on investments where we still don't see a scalable business that, that is what we're trying to build. So definitely uneven.

Milagros Ciguenas
OK. Thank you, Francesca. We will now go with a question from Joaquin Martinez from [inaudible]. Yape represents nearly 10% of risk-adjusted revenues and is clearly profitable on a per user basis. Has management considered giving it a separate valuation such as partial listing or a spin-off, or do you see the integration with BCP as the key to its economics? And would you keep it fully inside the group?

Gianfranco Ferrari
Thank you, Joaquin. Raimundo, could you answer that question, please?

Raimundo Morales
Yes. We've evaluated a number of times and had this internal discussion of does it make sense or not to separate, do a partial listing or not. And we always come to the same conclusion that

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there's significant value of having Yape as part of the whole Credicorp ecosystem. And there are definitely benefits of being within BCP, but also being very close and interacting with the rest of Credicorp's ecosystem. And we believe that there's significantly more value from that than an independent listing. And in the long run, as results become more and more evident, the valuation of Yape will continue to be reported or integrated to Credicorp's overall value. So that's kind of our view so far, and I think it will continue that way.

Milagros Ciguenas
Thank you. Now a question from Diego Alcazar from Fitch Ratings. Where can we expect Credicorp's regional footprint to grow in the next five years?

Gianfranco Ferrari
Thank you, Diego, for the question. I'll take that one. Obviously, within Latin America, in countries and markets or businesses where we see we can play any of the Credicorp subsidiaries can play a significant role in that business or market. As you've seen throughout the presentation, we believe that we've developed specific capabilities that -- and some of those capabilities are exportable. So we will definitely -- if we were to expand internationally, to expand in those market businesses where we can make a difference. And at the same time, sorry, those businesses being relevant to Credicorp.

Milagros Ciguenas
Thank you. Now a question from Andres Soto from Santander. Good morning and thank you for your presentation. I have some questions on the economics behind your 30% innovation revenue ambition for 2031. How much of that 30% do you expect to come from Yape? And given the operating leverage of the platform, could its share of Credicorp's earnings ultimately be materially higher than its share of risk-adjusted revenues?

Within Yape specifically, lending looks like an important part of the opportunity. As you move toward larger tickets, longer tenures and new customer segments, how large could the lending portfolio ultimately become? And what would you consider an attractive through the cycle cost of risk, risk-adjusted margin and ROE? Beyond Yape, you expect next wave initiatives to contribute really [ph] 10% of risk-adjusted revenues by 2031. Which three or four businesses are most likely to deliver that contribution? And how would you rank the opportunities?

Finally, if innovation does reach really [ph] 30% of risk-adjusted revenues, what would you expect its contribution to consolidated earnings to look like? And how much of the path towards the around 22% ROE depends on successfully delivering those digital earnings?

Gianfranco Ferrari
Good morning, Andres. You fulfilled your quota of questions for the next four quarters. So good morning. Jokes aside, there are several questions, so I'll ask Francesca to answer the first one on the innovation portfolio and so on, and maybe Raimundo to complement on the Yape. And finally, Ignacio on the impact on ROE.

Francesca Raffo
So definitely, you saw in the presentation, Yape is a large piece of that 30% North Star aspiration. And that's important. This is an aspiration that we set ourselves to be very ambitious. So hopefully, we'll get there, but this is a North Star ambition that I think mobilizes the culture in the group to innovate and explore new lines of business. So Yape is super relevant. We're not disclosing exactly the percentage, but you saw in the graph that about 2/3 of that 30% is Yape. And within Yape, and Raimundo will complement this, there's different lines of business. Some are more

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mature payments, if you will, and the floating piece, but some are more newer. The marketplace is very new still, and there's opportunity for growth there.

So the next 10% or around 10% will come from a diversified portfolio, which was always the strategy for the innovation portfolio. And that's what we're counting on for the future. And as I mentioned before, we have a staged innovation portfolio where we have more mature initiatives. As I mentioned before, Tenpo, Culqi [ph], Monokera [ph] are part of the more mature, where we can begin to expect contributions to Credicorp. On the newer side, we're beginning to explore health care, wealth tech and initiatives around Insurtechh as well. These are very early on, so we don't have an expected target. We just pursue customer needs and also TAMs in the market that we think we can address, whether it's in Peru or outside Peru.

Now to you, Raimundo, on the Yape and the lending piece.

Raimundo Morales
So on the lending side in Yape, we still expect significant growth. We believe we are -- even though we've already given loans to over six million people, this has been small loans mainly and recurring, and we're quickly increasing the size of loans for some repeat customers and getting into new spaces where we continue growing. So looking -- especially, for example, in the last year, we've gone towards the smaller, the micro business spaces. In terms of potential opportunity, I would say, last year, we talked about a 10x. I think there's still at least a 5x opportunity. And of course, as we grow, we've gone -- or today, we're fully focused or almost in the unbanked or underserved clients that typically don't receive loans from the financial system.

If we continue to grow, we'll probably start facing some competition and go into bigger clients, different segments where our risk-adjusted NIM or rates will start decreasing a bit our margin. But we still focus on very profitable loans, much shorter term because of our cost to serve. So we do expect to maintain significantly higher NIMs than the rest of Credicorp or even the market, given our ability to serve clients for very short term and very quickly together. So I would say we're not disclosing exact numbers, but it's significantly higher, and we feel very comfortable so far with our level of risk and cost of risk. It's kind of, we still have to look at it through cycle. But so far, our results have been very positive and maintained stable. Of course, with experimentation, sometimes we elevate our cost of risk, but it's within a controlled environment and well within our risk appetite.

Milagros Ciguenas
Thank you. We have now a question from Yuri Fernandes from JPMorgan. How to think about ROE in 2031 as you continue to grow on units with higher ROE? Is it around 22% in the midterm, the ceiling? For example, company share some gains with clients, or could it be higher when you reach 30% risk-adjusted revenues from innovation portfolio?

Gianfranco Ferrari
Good morning, Yuri. Definitely, it's not the ceiling. And if you saw the -- or watched the slide at my closing remarks, we're not talking about 22%, but above 22%. We feel quite comfortable that, that above 20%, 22% is achievable because of what you just said. It's not only that the innovation portfolio is going to become bigger, but also the more mature ventures, most relevant being Yape. As of today, they're accretive in terms of ROE. They will become more accretive as we move forward and also accretive in terms of cost to income. And obviously, bigger or larger, so the impact should be relevant going forward.

Milagros Ciguenas

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Thank you. Now a question from Tito Labarta from Goldman Sachs. What would the composition of NIM and cost of risk look like if innovation initiatives represent 30% of risk-adjusted revenues? What percent of the loan portfolio come from Yape?

Gianfranco Ferrari
Cesar, can you answer that?

Cesar Ríos
Yes. The composition of the portfolio has been shifting. And one example, as you mentioned, is Yape. At this point, it's around 1.5% of the portfolio. And if we evolve as Raimundo has mentioned, it can triple the percentage because it's going to say, let's take this 5% as a reference, but the rest of the portfolio is already growing. So the percentage of the retail portfolio is going to increase over time, but the level of risk is going to maintain segment by segment. The whole result is that we are going to increase yield, cost of risk, but the risk-adjusted NIM should increase year-by-year, maintaining an overall profitability above the current levels.

Milagros Ciguenas
OK. Thank you. Now a question from Thiago Batista from UBS. How do you see Yape competing with traditional business of Mibanco?

Gianfranco Ferrari
Are you competing? So good morning, Thiago. Maybe, Alejandro, you can start. Maybe [inaudible] could complement and I'll close.

Alejandro Perez-Reyes
Sure. Perfect. Thanks for the question. So maybe what we see today are three -- actually three, not only two, very complementary ways in which we're reaching the SME market. You have Yape with its very high transactionality, huge reach and very low cost to serve model, today, focused on the very small ticket. You have Mibanco with a human-led model, which, of course, is more expensive, but with very good credit discrimination capacities in the middle part. And then you have BCP with its leading full banking capabilities on the upper side of the SME. And today, as I was mentioning, it's highly complementary in the sense that only 5% of the clients are actually shared. So what we're doing today is coordinating and exchanging information, but not necessarily worrying too much about that part of competition among ourselves.

And we're keeping on testing the more digital cheaper model that Rai [ph] can talk more about. And as he was mentioning in the previous answer, with the aim of moving higher into our segments, while we also maintain this more human-led model, which is proved and has been successful in the sector. Over time, as we keep coordinating, we'll certainly think about moving from this coordination to think about more efficient ways in which to reach clients, but it's not necessarily the focus today as we still keep gathering information and keep seeing how to better serve the different segments. Now to Rai.

Raimundo Morales
Just to complement that, we see a huge space, a lot of underserved or not served clients. And I think being able to join the models and look at the scale is kind of the way we're moving forward, right? As Yape continues to grow, maybe we'll start looking at higher ticket items, and we'll find some clients that can be fully served digitally, which will be much more effective to serve more through Yape and others that maybe cost of risk might increase because you don't have that human connection and Mibanco makes much more sense and potential transfer of leads or even distributing Mibanco loans through Yape.

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So we are working a lot on that intersection. Like Alejandro said, we only have in the lending side, like 5% overlap. Of course, a lot of Mibanco clients are Yape clients also. So the intersection in the data is much higher. And we expect that to continue doing. But at the end, it's bringing more options so the client can decide, right, which suits best for them and which is the best model overall. So we've kind of figure it out in the way while we capture the opportunity. That's what we don't want to avoid.

Gianfranco Ferrari
Yeah. Maybe just to complement and finish the answer is, bear in mind that Mibanco doesn't own the market. It has a market share of 20-something percent. So there's 70-something percent that where both Yape and Mibanco could compete. That's one comment. And the other comment is that, yes, as Alejandro mentioned, today, we're not worried about or focusing on efficiency. You can argue that it's not the most efficient way to reach the market by having two, even three vehicles if you include BCP [inaudible].

But as they mentioned, where the overlap is very small. But where we stand today and the -- I would say the main reason why we're not worried about that competition is that even though Mibanco's model, distribution model I mean, is expensive, it's a proven model. Whereas the Yape model, it's definitely much cheaper, but it's an unproven model. So today, we have to go to the Yape model, we need to test that model, learn how to reach the microfinance or SME businesses through Yape and maybe down the road, have this conversation on what's the best channel to distribute and to reach that type of clients. So we're not at that stage yet.

Milagros Ciguenas
Thank you. Now a question from Carlos Gomez-Lopez from HSBC. Has the relative decline in the price for digital financial companies in the public markets created opportunities for Credicorp, or do you think you have created more value with organic initiatives and it should stay that way?

Gianfranco Ferrari
Francesca, can you answer that?

Francesca Raffo
Yeah. Yeah. So if you remember the vehicles we have to create innovation or to work around innovation in Credicorp, we have the Yape, what we call the speedboats, where we have a model and we push for growth. We have the innovation labs that sit within the lines of business where they know the customer pains, they know the markets and they propose new vehicles for growth. And then we have the CVC, which is the corporate venture fund. We're always looking at the market and the value around the market to bring two things, basically.

One is capabilities and invest a minority investment in things that are more, if you want, H3, Horizon three, where we think we don't have the capabilities within the organization, and we need to understand what the markets and what's happening, whether it's in our region or further up in the north. And that's something that we do invest. And we do see changes in valuation, which is all right for our investments, and also in buying a larger stake in those companies. We might start medium to small and then as the company grows and we feel it adds value to the Credicorp ecosystems, we create more value. That is the case for Monokera. We've invested in it in a while back, and now we're going more seriously into that capability and bring it into Credicorp and also creating a line of business. So we look at the market. Yes, there's changes, but it doesn't really affect our strategy that much.

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Milagros Ciguenas
Thank you. Going back to the business models of BCP Yape and Mibanco. A question from Mark Lien from Lazard Asset Management. As the BCP, Yape, Mibanco franchise grows in terms of customers, products and digital initiatives, what cybersecurity safeguards are in place to ensure Credicorp's growth path over the long term is assured?

Gianfranco Ferrari
Cesar?

Cesar Rios
Thank you for the question. When I mentioned the concept of resilience, cybersecurity is really embedded in the design, and we have been moving very decisively to have security by design in the way that we design the products, how we build the technology. And now we are also moving to have common capabilities. We have created a cybersecurity center that gathers information from the companies, alerts, monitors. And this trend is going to continue reinforcing also cybersecurity and IT security to assure jointly the ambitious plans that we have. But probably the most important measure is that it is really embedded in the whole design of the products and the technology that supports our business.

Milagros Ciguenas
Thank you. A question from Rafael Nobre from Safra. At last year's Investor Day, you targeted an efficiency ratio near 42% as a long-term ambition. Today, below 42% is described as medium-term. Is the original time line still intact, or has your of these efficiency gains materialize changed?

Gianfranco Ferrari
Ignacio?

Ignacio Belaunde
Yes. As we are moving forward with our digital businesses, both in the innovative and traditional portfolios or businesses, we do see that we are scaling faster our digital footprint and hence, improving efficiency across Credicorp businesses. To give you an idea, from 2021 to now, we have reduced our cost to serve by 35%, and we are already getting closer to Yape being accretive in cost to income. So moving forward, we do see both in innovative portfolios such as Yape and Tenpo and in our traditional businesses, an uptick in the speed where we will get a higher operating leverage and a cost-to-income below 42%.

Milagros Ciguenas
Thank you. We have a new question from Thiago Batista from UBS. Looking to a possible internationalization, is Yape a relevant tool in this process? And is Venezuela a potential area of interest?

Gianfranco Ferrari
Let me answer the Venezuela question, and I'll ask Rai to answer the Yape question. As I mentioned, we are looking at markets in Latin America where we can make a difference by what we've learned and developed in data, tech, analytics and so on, which was mentioned before. So obviously, Venezuela is in Latin America and Venezuela, unfortunately, has gone through the process that we all know over the last, I don't know, 30 years. So yeah, that's a possibility as any other country in LatAm where these conditions are there, and we are in the process of analyzing every single country in that sense.

Milagros Ciguenas

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Thank you. A new question --

Raimundo Morales
Yeah, Yape -- sorry. In terms of Yape and in general, the Neobanca or digital banking space, we definitely -- we started with Bolivia from Yape to see if the model can be successful outside of Peru. And the answer so far is that it can be successful. We're, of course, making some adaptations to Bolivia. But overall, we're very happy with the results. We also have Tenpo in Chile that is becoming kind of the first digital bank in the country. So these are kind of two examples that really have incentivized us to start looking at potential other opportunities. We don't have anything concrete, but we are starting to look around and see where could the next space for international expansion of Neobanca, probably led by Yape, will be.

Milagros Ciguenas
Thank you. We have now a question from Alonso Aramburu from BTG Pactual. What do you see as the main bottlenecks or risks to achieving your 2031 ambition? For example, could access to human capital or increased competition be key challenges?

Gianfranco Ferrari
I'll take the talent question and then ask any of you to complement me. But if you were to -- obviously, the success of the results of Credicorp are due to a lot of factors. But if you were to ask me one single factor, in my opinion, is talent. And we've been, I would say, obsessive in recruiting talent, maintaining talent, educating talent aligned to this vision and aligned, obviously, to our strategy. So it could be a bottleneck because today, the competition on talent is not local, it's really global. But as you've seen throughout the presentation, we're not only Peruvians working at Credicorp, I mean, at headquarters. We've recruited talent from other countries in not only in Latin America, also in Europe and the U.S.

And we feel confident that in terms of the value proposition for recruiting the right talent, we have that right value proposition. But that's an ongoing matter, and we're constantly looking for talent. So yes, it could be a bottleneck. We believe that we manage it quite well. I don't know if someone wants to compliment.

Francesca Raffo
Let me add two more things. I think one is an obsession around growth. If we don't have that, we will be profitable, but we won't continue to be profitable for a longer term. So I think the obsession on growing and, of course, growing profitably in the shorter term, but also looking at a longer-term view is another piece. And the other piece is really challenging ourselves. I think to continue to be a disruptor and be willing to disrupt our successful business models is something that is going to make us more sustainable in the long term.

Ignacio Belaunde
And maybe to complement you, Fran, in terms of growth, we do see right now that a growth potential has unlocked for our businesses, not only from a demand side where the context is helping growth in multiple sectors that we service, but also from a supply where the new capabilities that we have built are allowing us to penetrate a financial system that is informal, but does exist. So that process is going to be very mindful in terms of profitability. We are very confident of the size of the opportunity and the profit pool there, but it's going to be a continuous effort to monitor how fast do we go to make sure that it is structurally growth and profitable growth for Credicorp.

Milagros Ciguenas

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Thank you. We have now a question from a private investor regarding the insurance business. With insurance penetration at around 2%, how much of the ambition depends on bundling with loans through BCP and Yape rather than independent customer demand? As bancassurance scales, how can Pacifico sustain profitable growth?

Gianfranco Ferrari
Eduardo?

Eduardo Montero
Thank you. Thank you, Gianfranco. On the first hand, it's important to point out that only mortgage loans are mandatory; personal loans, auto loans and credit card loans are not. And we have been growing at a very interesting pace in terms of bundling those insurance products with these loans. On the other hand, we're following a strategy in line with the other subsidiaries in looking at the client segments. And we understand that we have a great opportunity, for example, in the affluent segment to increase our cross-sell capabilities. In the mass affluent segment, increase penetration and increase as well cross-selling.

And we have a great opportunity in the consumer business and also in the SME, some of the discussions that we're taking part here between Alejandro and Raimundo because we have the capacity of a lot of distribution channels to get there. In terms of profitability, we are using and coordinating a lot with the different entities in Credicorp and sharing capabilities of technology, data and as well as distribution channels. So I believe that even though credit life insurance is a very important part of the portfolio, we have other avenues of growth that we are looking at now and will provide that profitable growth in the future.

Milagros Ciguenas
Thank you. We have a question from Mathieu Negri UBP. Thank you for the event. When you think about financial inclusion, which of Yape or Mibanco have the greatest social impact, do you think? Is it something you have tried to assess in details? And what would be a good long-term KPI for the impact of the group in financial inclusion at the regional level?

Gianfranco Ferrari
Yes. Definitely, I'll ask Alejandro and Rai to provide an answer on their scope.

Alejandro Perez-Reyes
Sure. So I'd say that we both have a very big impact in financial inclusion, for sure. I mean, Mibanco has been doing it for longer, and teaching and helping people with this more human-centered model where basically you not only offer a loan but offer advice and education to clients in order to help them progress over life. And I think that has been very successful thus far. At the same time, when you think about the smaller clients, it's harder to reach them with a, I'd say, model like Mibanco's. And I think that's when also Yape has been having a huge impact recently. So I believe both of us are having, both companies are having a big impact in inclusion in the country.

And when you think about going forward, I mean, we've been measuring for a long time, inclusion. What we're trying to move to now, and I don't have the final answer there, is impact and really understanding how you can have a positive impact in the life of that client in the most measurable way, which is not necessarily an easy task. It's easier to just basically say I've included all these people into the system. But then you want to understand where that inclusion is really helping them achieve their goals. And we have a lot of visible things that clearly show that we're having that impact, but we're trying to start to measure it over time. Again, I don't have the exact answer

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of this is the measurement, but it's a conversation we are having right now in how to be better at measuring impact and really understanding how we're helping improve the lives of our clients.

Raimundo Morales
I would just complement in saying from Yape's perspective, we've kind of continuously evolved in our view for financial inclusion. I think this is a Credicorp view, where you start by providing kind of the first bank account, and that's the first step of financial inclusion, but then we start measuring transactions and that they actually use the account, it's not only a saving mechanism or receiving a transaction. So have constant transaction and usage and really start having an impact in the life of those people being in a small business in terms of productivity or a person that saves a lot of time because they can do digital payments and interact with the financial system.

But probably the next step is financial inclusion through lending and kind of complete the cycle where the person can finance some inventory or can solve an issue that they have and continue evolving. And we're kind of in this constant view of how many clients we complete the cycle, right? We're very proud that we've included more than seven million people into the financial system. They not only have an account, they interact constantly with Yape doing on average like two transactions per day. But also, now we're starting to see that almost two million people that never had a -- or more than two million people that never had a loan from the financial system, got their first loan from Yape. And we want the full seven million eventually to have access to that loan, right, and continue that. And the end goal is what Alejandro said, of kind of really changing their life, right? And I think we're doing that. How to measure that is part of the complexity that we want to [inaudible]

Gianfranco Ferrari
Yeah, maybe adding or building on what Alejandro right just mentioned is, it's like -- and we haven't figured out how to measure the third stage, but first, we started with access, usage, and I would say now is well-being. So completing the circle is how we, through financial inclusion, we improve the well-being of the population. How to measure that, it's complex. I believe it's a great question. We're exactly in that -- analyzing that and discussing how to figure out a KPI that in the long run can help us and obviously, our potential clients in how to improve their well-being.

Milagros Ciguenas
Thank you. We have a last question of a private investor. Which foundational investments are substantially complete and should now deliver efficiencies. Which cost will keep growing and why should revenues now outgrow the cost base after years of heavy investment?

Gianfranco Ferrari
Ignacio?

Ignacio Belaunde
Sure. Thank you for the question. So from a business perspective, initiatives that are continue to growing but are already showing great results such as Yape, are definitely providing us some foundational investments already. Yape is already ROE accretive and on its way to being cost-to-income accretive for Credicorp and the scale is already there. Now we are deepening with more products and scaling through lending. So from a business perspective, that would be a disruption that which the foundational investments are already there.

From capabilities, we believe that data is one arena where we have made substantial investments already, and risk transformation as well. Now we are being able to incorporate them both into our operative model in order to unlock growth and profitability. But that's only foundation. I'm going to

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be very clear in terms of we are going to continue investment in those capabilities. We have guardrails as for technology investments as a percentage of our revenues moving forward, and we are going to be consistently delivering and unlocking more investments in those capabilities moving forward.

Gianfranco Ferrari
Maybe just to complement what Ignacio just mentioned and agreeing 100% with him. And I want to be very transparent and clear here. If you recall maybe four years ago, I don't recall the exact date, but four or five years ago, we set a couple of guardrails in order to set our appetite for investments/expenses, which was to impact, quote, unquote, by 350 basis points our cost to income, and to impact up to 150 basis points of our ROE. As Ignacio just mentioned and it was mentioned before, nowadays, those investments are accretive in terms of ROE and should be accretive in the medium-term in terms of cost to income. But at the Board, we've decided to keep those two guardrails because if something relevant needs to be invested going forward, we are going to definitely invest. So I would love to launch Yape venture every year. Obviously, that's tough. But if the opportunity is there, we're going to do it.

CONCLUSION

Milagros Ciguenas
Thank you. We have no more questions.

Gianfranco Ferrari
OK. Well, thank you, everyone, for joining us today, and thank you for your support and interest in Credicorp throughout these years. With this, we finish the Investor Day. Have a great day.

Milagros Ciguenas
As a final reminder, we would really appreciate your feedback through the brief survey available under resources tab. Thank you again, and have a great day.

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