ECHEVERRIA IZQUIERDO

2020 ANNUAL REPORT

ECHEVERRIA IZQUIERDO

COMPANY INFORMATION

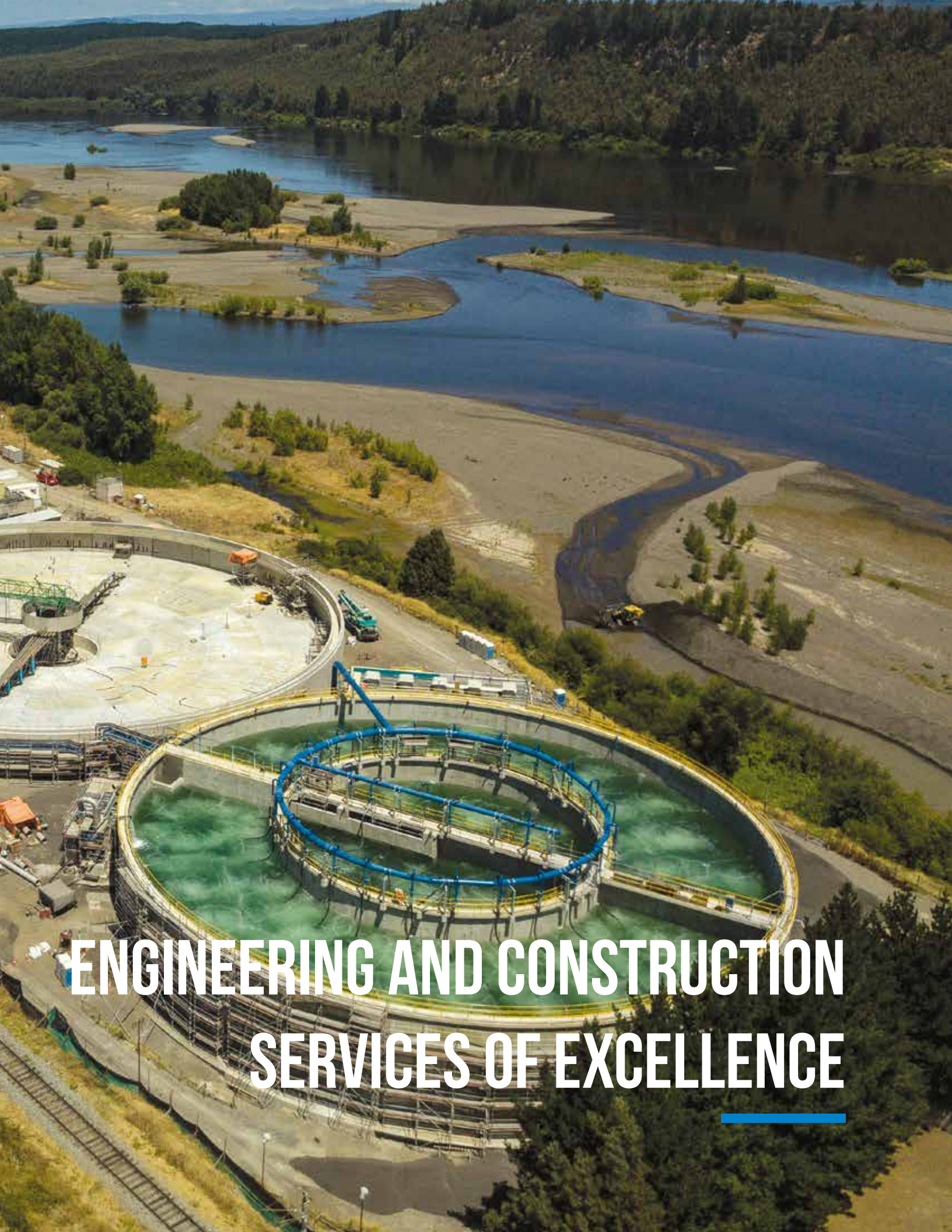
NAME: Echeverría Izquierdo S.A.
TAX ID: 76.005.049-0
TYPE OF COMPANY: Open corporation
ADDRESS: Rosario Norte 532, 8th floor, Las Condes, Santiago
PHONE: +56 2 2631 4600
E-MAIL: ei@ei.cl
WEBSITE: www.ei.cl
STOCK EXCHANGE SYMBOL: EISA
SVS REGISTRATION NUMBER: 1095

SECURITIES REGISTER

SHAREHOLDERS DEPARTMENT: Depósito Centro de Valores
ADDRESS: Huérfanos 770, 22nd floor, Downtown Santiago, Santiago
PHONE: +56 2 2393 9003
E-MAIL: atencionaccionistas@dcv.cl
WEBSITE: www.dcv.cl

INVESTOR RELATIONS

ADDRESS: Rosario Norte 532, 8th floor, Las Condes, Santiago
PHONE: +56 2 2631 4600
E-MAIL: ftecheverria@ei.cl
EXTERNAL AUDITORS: PricewaterhouseCoopers (PwC)



ENGINEERING AND CONSTRUCTION SERVICES OF EXCELLENCE

OUR PURPOSE

Challenge our limits
by transforming the industry
to add value to the environment.

ADDING VALUE FOR MORE THAN 40 YEARS

CHILE - PERU - BOLIVIA - ARGENTINA - BRAZIL - COLOMBIA

OUR VALUES

We prioritize care, development and respect among all.
We work collaboratively by integrating different points of view.
We innovate to be at the vanguard and challenge our limits every day.
We aim for excellence with passion and perseverance.
We act with integrity and honesty at all times.

10
ABOUT US

30
EXECUTIVE SUMMARY

18
CORPORATE GOVERNANCE

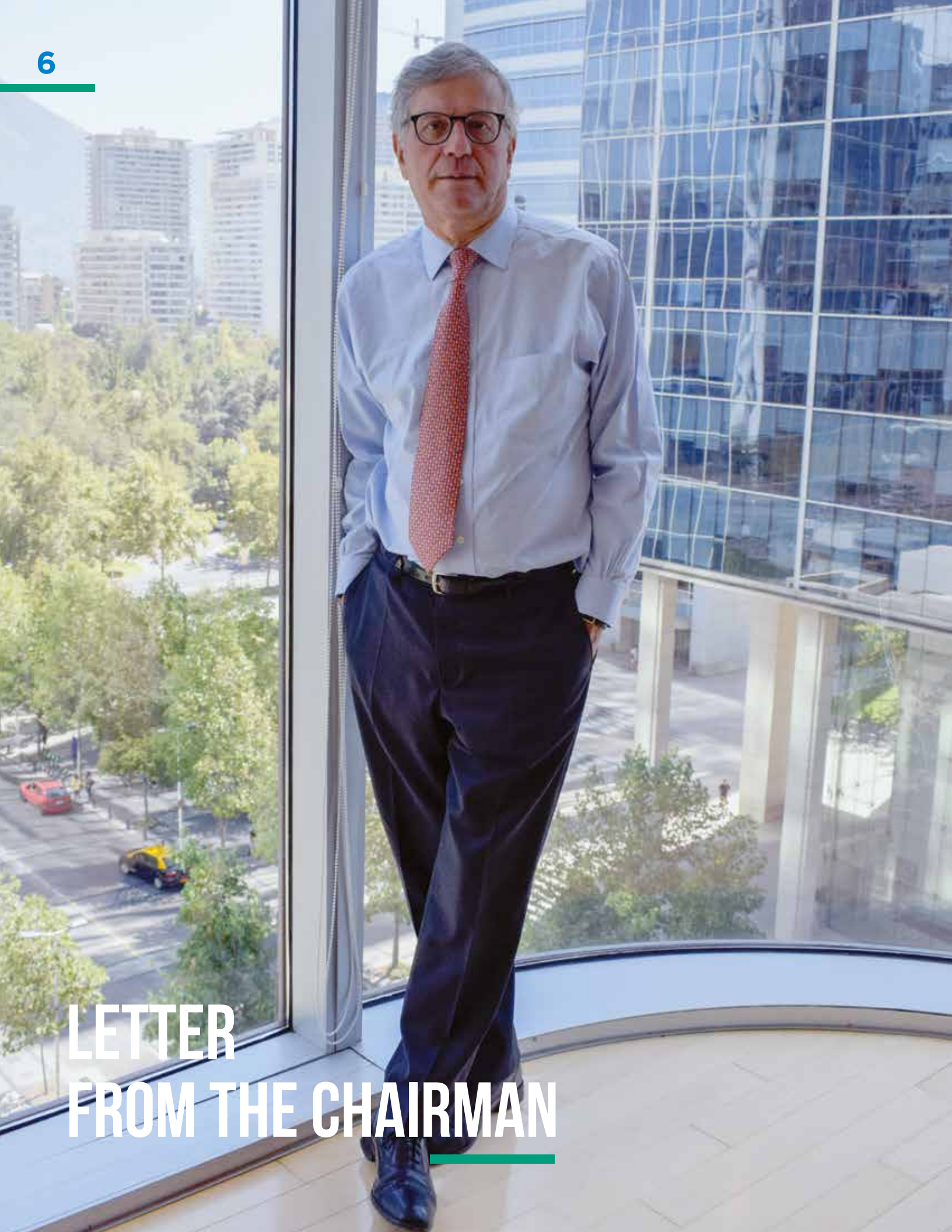
36
SUSTAINABLE BUSINESS DEVELOPMENT

INTEGRAL AND INNOVATIVE SOLUTIONS

100
GENERAL INFORMATION AND INFORMATION ON ASSOCIATES

70
2020 OUSTANDING PROJECTS

128
SUMMARY FINANCIAL INFORMATION



LETTER FROM THE CHAIRMAN

On behalf of the Board of Directors of Echeverría Izquierdo S.A., it is my pleasure to inform you about the main events in our business group in the 2020 fiscal year.

2020 has been one of the most challenging that our company has had to face. The coronavirus pandemic was an extremely complex issue for all companies around the world and ours also had to confront huge challenges to continue in operation.

The first priority set by the Company's board of directors was to adopt the highest standard of occupational health and safety to prevent contagion and care for the health and safety of each of our collaborators. I want to emphasize in particular how proactive our management and all our collaborators were. They knew how to continue caring for the integrity of each.

In this complex 2020, we faced several financial difficulties because we had to stop operations for a significant part of the year and resort to extraordinary measures to be able to continue working. Despite this harsh scenario, our consolidated sales totaled MCLP$318,479, slightly above the previous fiscal year. Our net profits were MCLP$5,948, a drop of 54.6% compared to the profit of MCLP$13,094 earned in 2019. The reason was the special conditions that we had to deal with.

Lastly, the backlog for engineering and construction was MCLP$471,505 as of December 2020, so we maintained the high levels we have been demonstrating in recent years.

ANALYSIS BY SEGMENT

Industrial Construction and Services

Echeverría Izquierdo Montajes Industriales once again surpassed its historic annual income despite the stoppage of works and extraordinary measures that it had to implement. It consolidated a sound presence in the mining sector. A noteworthy project in this sector is the Quebrada Blanca 2 project for Teck, comprised of civil works and electromechanical assembly of the primary crusher, overland conveyor belts, stockpile and reclaim tunnels. The construction and assembly of the Roja Project was also completed, as well as other complementary works for the El Teniente Division of Codelco.

In the pulp area, of note was the execution of the largest project in the company's history, the civil works and electromechanical assembly of the recovery boiler, power boiler, causticizing plant and lime kiln of the Mapa Project of Celulosa Arauco. During the year another major Mapa Project contract was awarded: the electromechanical assembly of two turbogenerators. A series of electromechanical works were also performed for the Arauco and Valdivia Plants of Celulosa Arauco as well as an effluent plant for CMPC Laja.

Our subsidiary Nexxo ended the year with a sound financial position despite the restrictions imposed by the pandemic.

Long-term services were awarded in the fiscal year at Minera Zaldivar, the Salvador Division of Codelco, Minera Candelaria, ENAP Magallanes and ENAP Biobio. Together with Echeverría Izquierdo Montajes Industriales, we began the Coker Valve Change and Automation Service at ENAP Aconcagua.

All the above, combined with the outstanding contracts and specialty maintenance services that Nexxo provides in Chile and in other Latin American countries, enabled us to end the year with an historic backlog.

Property Development

Among the most important milestones in 2020 is the start of sales of the Mind project in Ñuñoa, comprised of 2064 Apartments on Irarrázaval Avenue. Sales are expected to total UF 1.2 million. We were also awarded our first Executive Decree 19 project (DS19) to develop

more than 1,000 social housing apartment buildings in the La Chimba Sector of Antofagasta.

We cannot fail to mention the launching of our eighth project in Lima. For the first time, we are building a project in the emblematic district of San Isidro for a total investment of US$20 million.

The greatest challenge in the year was to weather the consequences of the pandemic that involved lengthy quarantines. We turned our efforts toward promoting and lucratively selling through digital channels and remote-purchase strategies.

Edification and Civil Works

For this subsidiary, 2020 was a very challenging year. Like with the other business units, the pandemic forced it to stop work and to adopt extraordinary measures to guarantee the continuity of projects.

An important contribution was the growing levels of prefabrication of our projects. This helped us mitigate part of the operating losses because those elements continued to be produced while the site work was stopped.

Finally, we can highlight the important progress we made in Territoria, the largest edification project being built in the country.

The special foundations areas, grouped in our subsidiary Terrafoundations, was able to continue working despite the partial quarantines in Chile and the total quarantines in Peru and Bolivia.

One of the most important contracts awarded in Chile was the bracing and micropiles for the Ñuble Regional Hospital, the soil improvements for the Alena, Puelche Sur and Los Olmos windfarms and several contracts for deep bracing of edification projects.

Some of the notable works performed in the period were the piles for the Correa Bridge of Codelco El Teniente, the piles and umbrella bridges for the Américo Vespucio Oriente Urban Toll Road, and diverse specialty work on the extension of Line 3 of the Santiago Subway System.

In Peru, our major projects involved diaphragm walls and piles for the Lima Subway system, the Port Chancay Portal Tunnel, diaphragm walls for the Los Héroes project in Lima, piles for the Comuneros and Cajamarca Bridges, and jet grouting for the North Pan-American Bridges.

In the civil works subsidiary, together with our associate OSSA Spain, work continued on extending Line 3 of the Santiago Subway system, including more than 3 kilometers of tunnels and two stations. The Plaza Maipú, Las Parcelas and Del Sol Stations were also rebuilt in Line 5 of the same subway system in this capital city.

VSL Chile was awarded major earth retaining wall contracts on the El Loa Highway and in Nogales Puchuncaví as well as mining structural segmentation works in the Quebrada Blanca Project.

People

Special emphasis continued on the guidelines that foster wellbeing among our collaborators.

Our zero-accident policy enabled us to consolidate among the companies with the lowest accident ratios in the country. On a group level, the consolidated accident rate was 0.53, representing a significant improvement compared to 0.59 in the previous fiscal year. All ratios compare favorably to the average of 3.7 for the construction sector in 2019.

Four of our subsidiaries achieved safety indicators that put them on the occupational health and safety Honor Roll of the Chamber of Construction and of the Mutual Safety Association. Our subsidiary Montajes Industriales

ELECTROMECHANICAL ASSEMBLY OF THE RECOVERY BOILER, POWER BOILER, CAUSTICIZING PLANT AND LIME KILN [MAPA PROJECT] – CELULOSA ARAUCO Y CONSTITUTION.

ARAUCO HORCONES PLANT, CHILE

deserves special mention for receiving the highest rating, 6 stars, for the sixth time. Our Terrafoundations subsidiaries in Chile and Peru met the requirements to be on such Honor Roll for the first time.

CONCLUSION AND FINAL MESSAGE

Despite all the contingencies in this harsh year, we predict that the company will perform well in the coming fiscal years because of its major backlog and units promised for sale in our property segment .

The company's mission in 2021 will be to continue providing engineering and construction services of excellence by offering integral solutions to our customers and working under the strictest occupational health and safety measures.

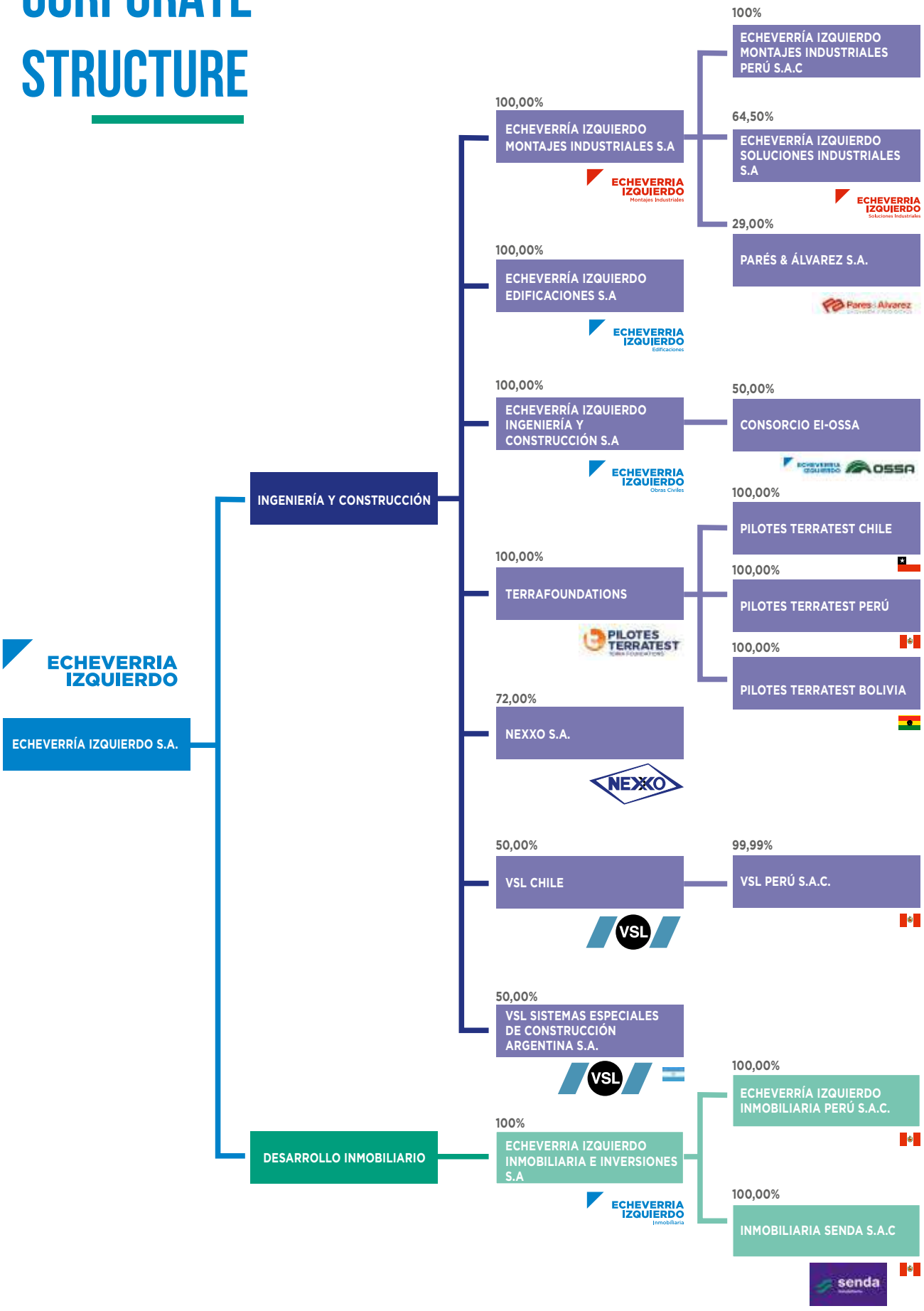
We will continue promoting long-term relationships with our customers based on trust, respect and transparency.

It is quite important to note that everything achieved in this difficult 2020 would not have been possible without the commitment and dedication of our more than 12,400 collaborators and the trust of our customers and suppliers. I would like to give all of them my special thanks.

Fernando Echeverría Vial
Chairman of the Board
Echeverría Izquierdo S.A.

ABOUT US

CORPORATE STRUCTURE



EI AT A GLANCE

1978
YEAR FOUNDED

8 BUSINESS UNITS

42 YEARS OF EXPERIENCE

12,485
EMPLOYEES

BUSINESS SEGMENTS

- INDUSTRIAL CONSTRUCTION AND SERVICES
- EDIFICATION AND CIVIL WORKS
- PROPERTY DEVELOPMENT

EBITDA	CONSOLIDATED SALES	EQUITY
MCLP$ 22,741	MCLP$ 318,479	MCLP$ 122,494

ECHEVERRIA IZQUIERDO

BBB+ RISK RATING

The best risk rating of a construction company in Chile.

Assigned by Humphreys

CONSTRUCTION COMPANY

18 TH LARGEST CONSTRUCTION COMPANY IN LATIN AMERICA

Ranking of Revista Construcción Latinoamericana

2020 PROFIT

MCLP$ **5,948**

REAL ESTATE PROJECT PORTFOLIO

AS OF DECEMBER 2020

UF 17 MILLION

ENGINEERING AND CONSTRUCTION BACKLOG

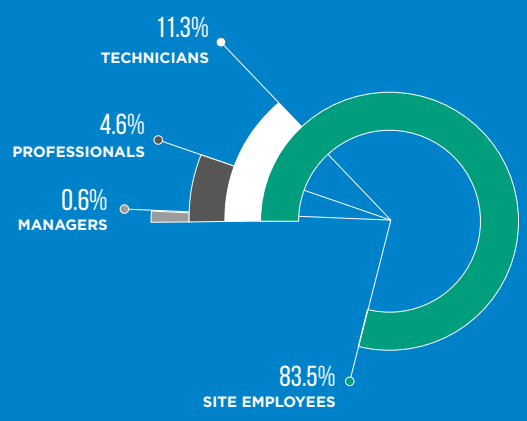
AS OF DECEMBER 2020

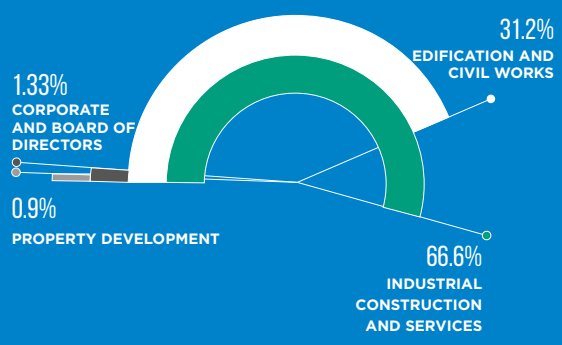
MCLP$ **471,505**

NUMBER OF EMPLOYEES IN 2020

12,485

EMPLOYEES





BUSINESS SEGMENTS AND ASSOCIATES

INDUSTRIAL CONSTRUCTION AND SERVICES

INDUSTRIAL CONSTRUCTION AND SERVICES

Industrial civil works, assembly of heavy structures and highly complex electromechanical equipment

- Pulp industry
- Mining
- Petrochemical industry
- Construction and assembly of heavy industrial structures

ECHEVERRIA IZQUIERDO Montajes Industriales

EPC PROJECTS

Integral solutions through EPC Projects (1)

- EPC Projects – Pulp industry
- Mining
- Petrochemical Industry

*indirecta

ECHEVERRIA IZQUIERDO Soluciones Industriales

INDUSTRIAL AND MAINTENANCE SERVICES

Maintenance of industrial systems, chemical and mechanical cleaning.

- Specialty industrial services
- Chemical and mechanical cleaning
- Industrial maintenance

*indirecta

NEXXO

ENGINEERING SERVICES

Engineering services: conceptual studies, detailed engineering, plant and project management and procurement.

- Conceptual studies
- Engineering consulting
- Plant and project management

*asociada

Pares & Alvarez

(1) Engineering, Procurement and Construction

PROPERTY DEVELOPMENT

RESIDENCIAL AND COMMERCIAL

Construction and sale of homes, offices and shopping centers

- Development and sale – Residential
- Offices
- Commercial

ECHEVERRIA IZQUIERDO Inmobiliaria

EDIFICATION AND CIVIL WORKS

RESIDENTIAL / COMMERCIAL BUILDINGS AND OFFICES

Construction of residential and non-residential buildings

- A+/A Offices
- Hospitals
- Shopping centers
- Residential buildings – hotels
- Universities

ECHEVERRIA IZQUIERDO Edificaciones

SPECIAL FOUNDATIONS, PILES AND SPECIAL CONCRETE STRUCTURES

Construction and installation of special foundations and soil remediation

- Anchoring
- Containment structure
- Feep foundations
- Soil improvement

PILOTES TERRATEST

CIVIL WORKS AND INFRASTRUCTURE

Construction of civil and special works

- Underground works (subway tunnels)
- Public infrastructure

ECHEVERRIA IZQUIERDO Obras Civiles

POST-TENSIONING

Integral engineering and construction solutions

- Tanks
- Bridges
- Design and construction of post-tensioned structures
- Earth retaining walls
- Slabs

*asociada

VSL

REGIONAL PRESENCE

CONSOLIDATED / UNDER DEVELOPMENT

AREAS OF BUSINESS	BUSINESS SEGMENTS	SPECIALTY	Chile	Canada	Argentina	Brasil	Colombia	Ghana
ENGINEERING AND CONSTRUCTION	INDUSTRIAL CONSTRUCTION AND SERVICES	Energy	CONSOLIDATED	CONSOLIDATED				
		Pulp	CONSOLIDATED					
		Mining	CONSOLIDATED	UNDER DEVELOPMENT				
		Industrial	CONSOLIDATED	UNDER DEVELOPMENT				
		Engineering	CONSOLIDATED	UNDER DEVELOPMENT				
		EPC Projects	CONSOLIDATED					
		Industrial Maintenance	CONSOLIDATED	UNDER DEVELOPMENT	CONSOLIDATED	UNDER DEVELOPMENT	UNDER DEVELOPMENT	UNDER DEVELOPMENT
	EDIFICATION AND CIVIL WORKS	Commercial	CONSOLIDATED	CONSOLIDATED				
		Housing	CONSOLIDATED					
		Health	CONSOLIDATED					
		Education	CONSOLIDATED					
		Foundations	CONSOLIDATED	CONSOLIDATED				CONSOLIDATED
		Post-tensioning	CONSOLIDATED	CONSOLIDATED	CONSOLIDATED			
		Concessions	UNDER DEVELOPMENT					
		Public works	CONSOLIDATED					
		Underground works	CONSOLIDATED					
PROPERTY DEVELOPMENT	PROPERTY DEVELOPMENT	Housing	CONSOLIDATED	CONSOLIDATED				
		Commercial	CONSOLIDATED	CONSOLIDATED				

HISTORICAL OVERVIEW

1978

Echeverría Izquierdo was created.

1988

It entered the post-tensioning market through VSL.

1990

First shopping center in Chile built with post-tensioning.

1995

Pilotes S.A. was created.

1996

The Property Development area began operation.

1998

The Industrial Assembly subsidiary was created.

The Terratest Group of Spain acquired 50% of Pilotes S.A.

1999

The first anchored containment walls in Chile.

2001

Argentina: international expansion began.

2003

First segmentation of post-tensioned structures in Chile (above-ground subway line)

2007

PILOTES TERRATEST

Peru: international expansion continued.

2008

Pares & Alvarez

29% of Pares & Alvarez is acquired.

2011/2012

PILOTES TERRATEST

Pilotes Terratest in Colombia.

2012

Initial public offering for US$87.4 million.

Entry to the engineering, procurement and construction (EPC Market).

ECHEVERRIA IZQUIERDO Ingeniería y Construcción

2013

The civil works business unit was created.

ECHEVERRIA IZQUIERDO Edificaciones

Peru: Industrial division and VSL.

ECHEVERRIA IZQUIERDO Montajes Industriales VSL

Purchase of 100% of Pilotes Terratest.

PILOTES TERRATEST

Management was professionalized in its entirety.

Entry to the industrial services market.

NEXXO

2015

Pilotes Terratest en Bolivia.

PILOTES TERRATEST

2018

Terrafoundations was incorporated.

TERRA FOUNDATIONS

Echeverría Izquierdo increased its interest in Nexxo to 72%.

2019

- The company achieved its historic backlog of approximately 550 billion pesos, mainly due to the award of major works in the mining and pulp industries.
- Inmobiliaria Senda was consolidated in Peru, and it came to have 7 projects simultaneously in different stages of development.

senda Inmobiliaria

2020

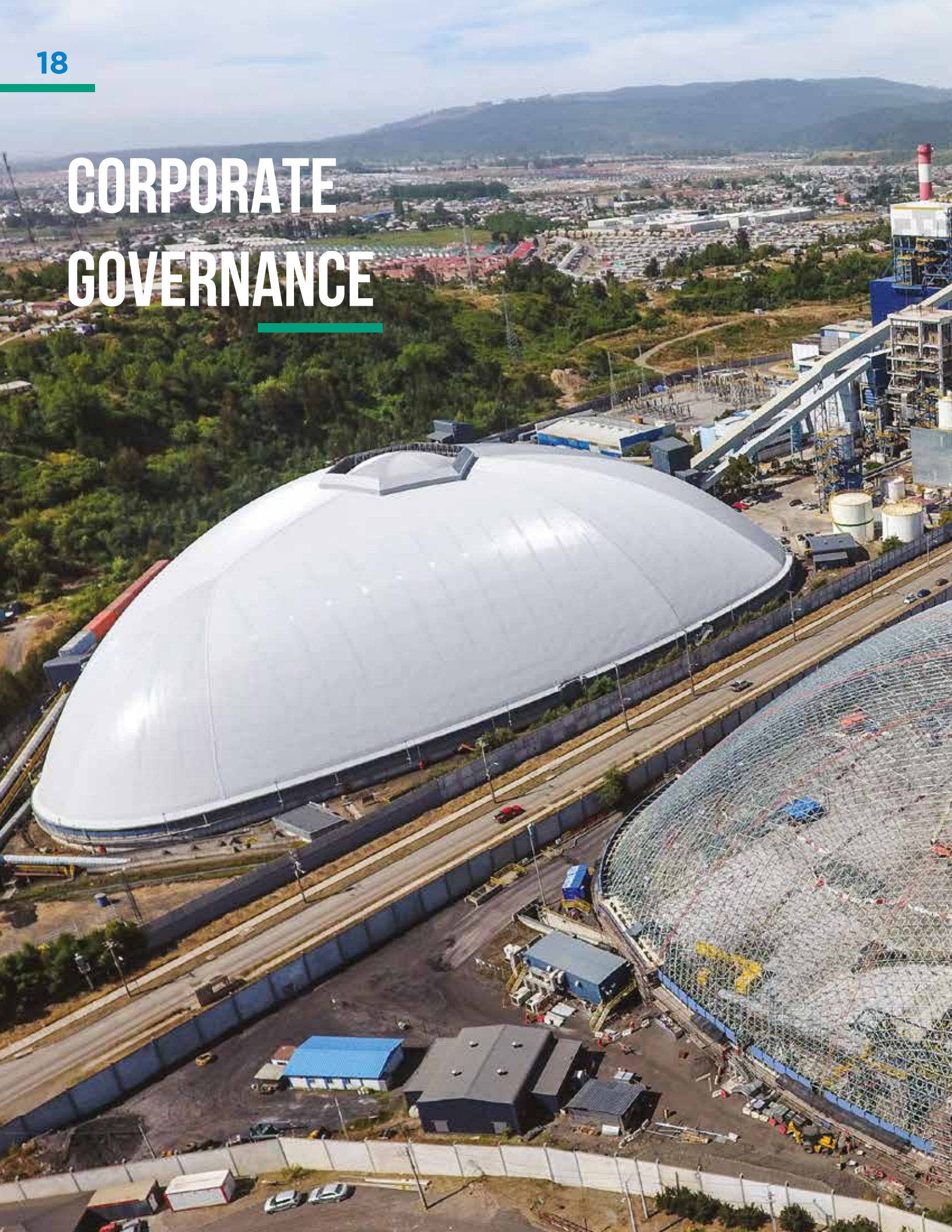
ECHEVERRIA IZQUIERDO Inmobiliaria

- The first social housing project was launched (under DS19) in the La Chimba sector in Antofagasta. More than 1,000 apartments will be built.

ECHEVERRIA IZQUIERDO Montajes Industriales

- The works in the Mapa project of Arauco were completed to satisfaction, which is the largest project in the company's history.

CORPORATE GOVERNANCE



BOARD OF DIRECTORS

The Board of Directors has 7 members. Members hold office for three years and can be reelected. The Board must be elected in its entirety at the end of every three-year term. Any vacancy in a directorship will require the entire renewal of the Board of Directors at the next Regular Shareholders Meeting to be held by the Company. In the meantime, the Board may appoint a replacement.

1.
FRANCISCO GUTIÉRREZ PHILIPPI
Director

Civil Engineering Degree, Catholic University of Chile
MBA at IESE, University of Navarra (1988).

2.
BERNARDO ECHEVERRÍA VIAL
Director

Architecture Degree, University of Chile.

3.
ANDREA REPETTO LISBOA
Director

Business Engineering Degree, Catholic University of Chile
Ph.D. in Economics, MIT.

4.
FERNANDO ECHEVERRÍA VIAL
Chairman of the Board

Civil Engineering Degree, Catholic University of Chile.

5.
ÁLVARO IZQUIERDO WACHHOLTZ
Director

Civil Engineering Degree, Catholic University of Chile.

6.
DARÍO BARROS RAMÍREZ
Director

Civil Engineering Degree, Catholic University of Chile.

7.
MARCELO AWAD AWAD
Independent Director

Industrial Engineering Degree, Universidad Técnica del Estado (State Technical University).

MANAGERS

PABLO IVELIC

Corporate Chief Executive Officer Echeverría Izquierdo S.A.

Civil Engineering Degree, Catholic University of Chile.

CRISTIÁN SAITUA

Corporate Chief Financial Officer Echeverría Izquierdo S.A.

Business Engineering Degree, Catholic University of Chile.

DARÍO BARROS

Chief Executive Officer Echeverría Izquierdo Montajes Industriales S.A.

Civil Engineering Degree, Major in Hydraulics, Catholic University of Chile.
MBA, Catholic University of Chile.

ALDO GUZMÁN

Regional General Manager Pilotes Terratest S.A.

Civil Engineering Degree, University of Buenos Aires. Master in Geotechnics and Infrastructure, Hannover University, Germany (1993).

JOSÉ IGNACIO MENCHACA

Chief Executive Officer Pilotes Terratest S.A.

Civil Engineering Degree, Catholic University of Chile.

VÍCTOR ACOSTA

Chief Executive Officer Echeverría Izquierdo Inmobiliaria Perú S.A.C.

Civil Engineering Degree, Catholic University of Peru, MBA, University of ESAN of Peru.

FERNANDO PINO

Chief Executive Officer VSL Sistemas Especiales de Construcción S.A.

Civil Engineering Degree, Catholic University of Chile.
MBA, Catholic University of Chile.

MARIANO SAUCEDO

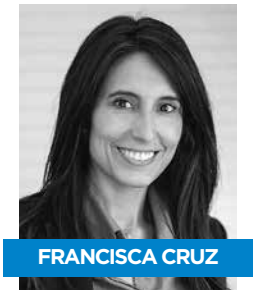
Chief Executive Officer Pilotes Terratest Bolivia.

Civil Engineering Degree and Master of Science in Geotechnics and Infrastructure at Leibniz University in Hannover, Germany.

RAIMUNDO CRUZAT

Chief Executive Officer Echeverría Izquierdo Inmobiliaria e Inv. S.A.

Civil Industrial Engineering Degree, Catholic University of Chile.
Master of Science in Urban Studies & Planning, MIT (2013).



FRANCISCA CRUZ

Chief Executive Officer Echeverría Izquierdo Edificaciones S.A. Echeverría Izquierdo Construcciones S.A.

Civil Construction Degree, Catholic University of Chile.
MBA, Catholic University of Chile.

ENNIO CAPRILE

Chief Executive Officer Echeverría Izquierdo Ingeniería y Construcción S.A.

Civil Engineering Degree, Catholic University of Chile.

FRANCISCO CASAS

Chief Executive Officer Nexxo S.A.

Civil Engineering Degree, Catholic University of Chile.
MBA, Adolfo Ibañez University.
Master in Infrastructure Planning and Management, Polytechnic University of Madrid.

VÍCTOR CONTRERAS

Chief Executive Officer Pares y Álvarez

Chemical Engineering Degree, University of Concepción.

ÁNGEL GUTIÉRREZ

Chief Executive Officer Pilotes Terratest Perú S.A.C.

Public Works Technical Engineering Degree, Polytechnic University of Madrid.

GUILLERMO MALVICINO

Chief Executive Officer VSL Argentina

Civil Engineering Degree, University of Buenos Aires.

MANAGEMENT OF CORPORATE GOVERNANCE

The Corporate Governance Model is the set of rules, principles, policies, and procedures that provide a framework for the administration, management, and control of the Echeverría Izquierdo Business Group. A structure has been defined as well as a regulatory framework of policies, practices, and procedures to regulate the relations between Management, shareholders and the remaining stakeholders to ensure accountability, transparency and the creation of value in the decision-making process.

1. CRIME PREVENTION MODEL

The Crime Prevention Model (MPD) is a set of policies, regulations, procedures, practices, protocols, activities, documents and functions that are intended to prevent or detect the crimes punishable under Law 20,393 and other similar laws, such as terrorism financing, asset laundering, bribery, concealment, conflict of interests transactions, private-to-private corruption, misappropriation, disloyal management, water contamination causing damage to hydrobiological resources, violation of product bans, illegal fishing in management areas without holding any rights, or the illegal processing of products in a state of collapse or overexploitation, or failure to stay in isolation or observe any other preventive measure imposed by the health authority during an epidemic or pandemic that is done in the interest or to the benefit of any of the companies in the Echeverría Izquierdo Group. The MPD is the responsibility of the Crime Prevention Officer appointed by the Board of Directors of each company, who must supervise the MPD and secure its certification. The MPD of the Echeverría Izquierdo Group has been certified through May 2022.

2. CODE OF ETHICS

The Code of Ethics is a document that forms a part of the MPD. Its purpose is to set down and promote general principles of honesty, responsibility and ethical behavior to guide the actions of directors, managers, executives, collaborators and workers of the companies in the Echeverría Izquierdo Group. The Code of Ethics contains orientation on the expected conduct, but it will never address all situations to which an employee may be exposed. It provides the guidelines to achieve goals as important as creating good and safe work environments, abolishing conflicts of interest, bribery or other similar conduct; regulating gifts and donations, protecting confidential information; using and protecting the company's assets, promoting free competition and care for the environment.

3 breaches of the Code of Ethics were reported in 2020.

3. SUPPLIER CODE OF ETHICS

The Supplier Code of Ethics also is an integral part of the MPD and following the principles set down in the Code of Ethics, it is directed towards suppliers and their interactions with companies in the Echeverría Izquierdo Group and their relations with other companies. The Supplier Code of Ethics provides general principles to create and maintain good, safe work environments, the quality of products and services; to avoid conflicts of interest, protect confidential information and control the use and protection of assets, promote fair competition, care for the environment, regulatory compliance and, in particular, the commitment by suppliers to prevent the crimes in Law 20,393 on the Criminal Liability of Legal Entities. They are told how to report any improper conduct through the whistleblower channel and other means made available for those purposes by the companies in the Echeverría Izquierdo Group.

4. WHISTLEBLOWER CHANNEL

The Whistleblower Channel is a digital medium that has been made available by the Echeverría Izquierdo Group companies through which our clients, shareholders, suppliers, workers and the community in general can report their complaints anonymously and confidentially should they suspect that any of the crimes set down in Law 20,393 on the Criminal Liability of Legal Entities has been committed or there have been infringements of the Code of Ethics or any other type of offense has been committed by workers or executives of the Echeverría Izquierdo companies or by any of their contractors, suppliers and third parties related to the organization.

5. EXECUTIVE COMMITTEES

Management and administration have set up different executive committees in conjunction with the divisions of the companies in the Echeverría Izquierdo Group for subjects that have been deemed relevant, the goal being to standardize operating standards, ways to proceed, compliance with policies and procedures, and to analyze new businesses. At this time, the executive committees in operation are the CEO Executive Committee, Compensation Committee, Occupational Health and Safety Committee, Commercial Committee, Competition Committee, Development and Growth Committee, and the Innovation Committee.

RISK MANAGEMENT

The Company is exposed to the risks inherent to the industry in which it works and to risks related to the economic cycle of its activities.

MARKET RISKS

Risks associated with economic cycles, interest rates and economic variables

Echeverría Izquierdo S.A. considers that its business units, that is, Engineering and Construction, Property Development and Shared Services, are exposed to changes in economic variables and their cycles. Engineering and Construction is impacted by how dependent its investments are, which at the same time depend on the economic cycle and available financing terms. On the other hand, there is exposure to eventual material changes in interest rates, loan facilities and costs or changes in economic expectations and employment. The Property Development unit might experience significant changes due to fluctuations in the demand for units in the target segment.

The interest rate risk arises from the variations that interest rates may experience, which has a direct impact on the Company's assets and liabilities. These variations may impact terms of finance for clients (end consumers of the property business or investors in engineering and construction) as well as the Company, which must finance its projects (especially property developments), property, plant and equipment and other investment needs.

Interest rate risk associated with short-term loans is mitigated by fixing credit terms at the time the loan is received. Long-term loans mainly consist of lease-backs or financial leases, so the respective interest rate risk in these transactions is mitigated by determining the market conditions that are most convenient in each case. These reasons justify the Company being actively concerned and managing strategies that attenuate the effects that may arise in economic cycles. That is why the Company participates in diversified markets in order to overcome eventual crises impacting any one market. The Company actively endeavors to be a member of projects in diverse sectors of the economy in which the Company has proven its experience, namely energy, mining, pulp, underground works, construction of offices, hospitals, hotels, shopping centers, residential buildings and specialty projects, such as post-tensioning, deep excavations, industrial maintenance services, engineering services and turnkey projects.

Managing this risk implies ongoing monitoring of the interest rate conditions compared to what were considered at the time of evaluation.

Political and Regulatory Risk

When the authorities decide to make changes to laws, it may be that investments in certain economic sectors must be postponed or accelerated. This behavior is common in the Engineering and Construction unit as those changes involve amendments to environmental, tax, investment and competition laws that are critical to determining the economic feasibility of projects.

Moreover, the Property business is also impacted by political and regulatory changes. Its business depends on master plans, tax laws, environmental requirements, construction permits and licenses. Any amendment could affect the feasibility and profitability of projects, so they must be taken into consideration without fail.

Mitigation of these risks is aided by the fact that the Company has a high degree of diversification in its areas of business and in the different markets in which it operates, including other countries in South America.

Competition risk

Although there is a great fragmentation in Chile in the engineering and construction market and in the property development market due to the large number of companies participating in these markets, there is a possibility that some companies in the competition decide to exaggeratedly reduce their prices when there is little activity, which affects the margins and/or profitability of projects in which the Company is a participant.

In the current scenario, more foreign companies could enter the Chilean market. However, the Company maintains a prestigious and consolidated position on the markets where it conducts its activities due to the experience, specialization, and differentiation of its business units. That is why it has continued to operate sustainably under highly competitive conditions.

OPERATING RISKS

Risks in the Company's contracts

Given the technical and contractual complexity inherent to the contracts made by the Company, it is of great importance that those contracts be actively managed to attain the defined margins and results in dealing with the effects that operations may have on them.

In order to confront these risks, a strategy is in place that takes different aspects in account. A strict cost control system has been implemented where each business is monitored as an independent unit that must be profitable on a stand-alone basis. Legal and contractual assistance has also been integrated to the daily operation to confront any contractual risk.

The supply of inputs, machinery, manpower and the availability of subcontracts in general must be assured to reduce exposure to operating risks. This is done by arrangements with the leading suppliers on the market. The long years of relationship that the Company has with its different subcontractors is a precedent that reflects the Company's sustainable strategy.

Labor risks

In its business, the employees of Echeverría Izquierdo perform difficult tasks every day in diverse situations, so there is a risk of work accidents, lawsuits, or a claim of a violation of workers' rights. There are also other risks arising for different reasons, such as a shortage of skilled labor.

Aware of these risks, the Company maintains an active and rigorous risk prevention control through its Integrated Management System. The goal is to constantly train its employees, prevent accidents and losses, and minimize the exposure and impact that these risky situations may present to the Company. Risk prevention and training and job climate programs are considered to be critical to caring for the main resources of the Company, its human capital, in the aim of maintaining a knowledge of the business and the know-how that the Company has developed throughout its history.

Of note in this context is the implementation of the Integrated Management Policy in our Engineering and Construction segment and the recognition received from the Chilean Chamber of Construction that put our subsidiaries on its Honor Roll. Echeverría Izquierdo Montajes Industriales S.A. received 6 stars, the highest honor; Echeverría Izquierdo Ingeniería y Construcción S.A., Echeverría Izquierdo Edificaciones S.A. and Nexxo S.A. each received 4 stars, all because of their continuing

and satisfactory operation of the Group's Management System.

Land availability

The availability of land to develop projects is one of the fundamental and critical points in the business of the Property Development unit.

The Company believes that all procedures that have been implanted have led to the acquisition of appropriate land at prices that mean a profitable development of its projects.

The Company is continuously evaluating its inventories, land requirements and potential businesses. There is currently an interest in increasing the number of properties for real estate developments.

Risk of loss and force majeure

The effect of any accident or incident must be minimized given the impact it might have on the Company's results. That is the reason why Echeverría Izquierdo S.A. carries insurance policies for its assets. Its contracts stipulate insurance policies for personal accidents, all risks of construction and civil liability, among others.

This is how it mitigates the adverse effects of major losses.

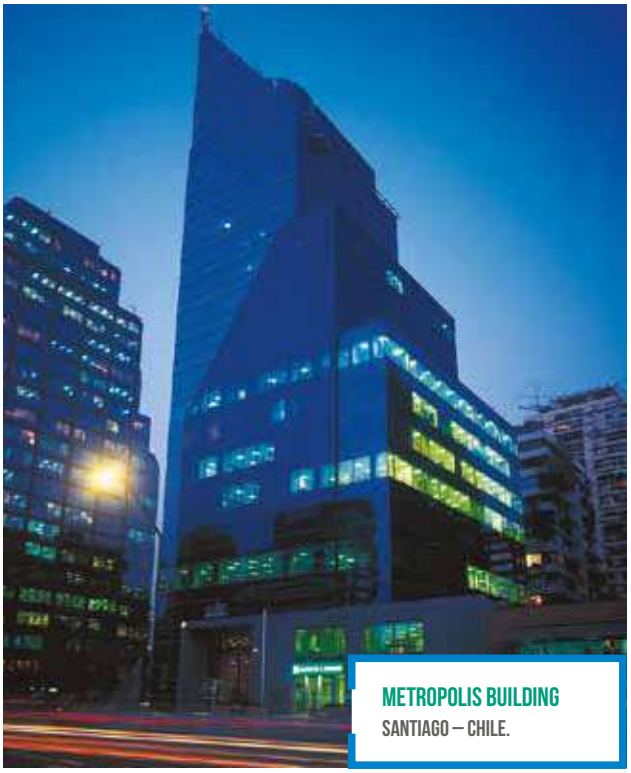
In situations of force majeure, the Company likewise constantly evaluates how occurrences are developing, potential impacts, and preventive and corrective measures. It sets up formal committees that include members from senior management and expert employees. Committees have been established to handle potential social unrest, health contingencies and other impacts that are more difficult to quantify.

FINANCIAL RISKS

Credit risk

The results of the Company are sensitive to the possibility that its accounts receivable not be paid when due. Trade Receivables and Other Accounts Receivables are mainly concentrated in the Engineering and Construction unit because operations are concentrated there.

ALCANTARA BUILDING
SANTIAGO – CHILE.



METROPOLIS BUILDING
SANTIAGO – CHILE.

To face this risk, the Company diversifies its activity so as not to depend either on one economic sector in particular or one client or one type of business. Planning diversification also includes liquidity and the payment capacity of the project principals.

In the Property business, sales are recognized only once the deed of sale has been signed, which mitigates sales risk.

When a payment has been delayed by more than 365 days, the situation is analyzed and reviewed for account impairment. If the outcome of that analysis and review is that the account is impaired, a provision is made for the full amount. This is done in both segments of business.

Liquidity risk

The possibility that the Company may default on its obligations to third parties due to common or extraordinary situations because of an excessive leverage or an inappropriate forecast or management of cash flow is a risk from which Echeverría Izquierdo protects itself actively by defining policies of little operating indebtedness, controlled-risk growth forecasts, and an independent management of the cash flow from the operations of each company and internal sources of financing as well as bank loans and factoring.

Risk of Exchange Rates and Variations in the Costs of Inputs

The Company does not believe that its results will be significantly impacted by changes in exchange parities because most of its transactions are performed in Chilean pesos and unidades de fomento (an indexation unit used in Chile). Whenever an exchange rate risk is predicted, the Company's policy is to hedge using financing derivatives and to hedge material currency mismatching occurring in its contracts at the time they are awarded.

There is a real and contingent possibility of rises in the costs of construction materials that would adversely impact the Company's results, in particular when those rises are abrupt and sustained over time (like what happened with the cost of labor in recent years). So, the Engineering and Construction unit makes agreements for the main inputs in each bid (at the time the bid is formalized with clients). Horizons are set and cost increase projections are made to take any rise in these inputs into consideration when they cannot be transferred to the client or fixed in contracts or agreements. On the other hand, the Property Development unit in Chile hedges naturally against this possibility since both construction contracts and housing sale prices are expressed in unidades de fomento.

Sensitivity analysis

It is noteworthy that the loan terms risk in financial debt is largely associated with real estate project development and engineering and construction. In these cases, bank financing is based on the bank cost of funding or bank rate, plus a spread agreed at the start of the project.

BANK LOANS	31-DEC-2020	31-DEC-2019
	82,454,586	60,680,729

If such variable rate debt were to increase by 100 base points, the adverse impact would be KCLP$634,384 on pre-tax income for the period.

Obligations in indexation units are in the same currency as flows, so the risk of inflation is kept under control.

Risk of expansion abroad

The different settings, regulatory frameworks, and conditions in the markets of different countries must always be taken in account. They may transform a known business into an unknown one. There are differences in yields, prices, regulatory or environmental policies and other elements that may affect periods, margins and the profitability of projects performed outside of the country of origin, adding uncertainty to the business.

Echeverría Izquierdo is expanding abroad according to a controlled and gradual growth plan.

Covid-19 Contingency

The property market and the engineering and construction market were both affected by the health crisis caused by COVID-19.

For Echeverría Izquierdo, some projects were in places where a quarantine had been declared (either by the health authority or by customers). In other places, a part of the staff of employees were compromised and in certain cases, restrictions were placed on the entry of some inputs.

Due to the quarantines decreed by the authority, the projects developed in Peru and Bolivia were stopped, as were some edification projects in the Metropolitan Region. In the industrial sector, activities in some projects were suspended under instructions from the principals in order to adapt the workplaces and offer safer conditions to workers.

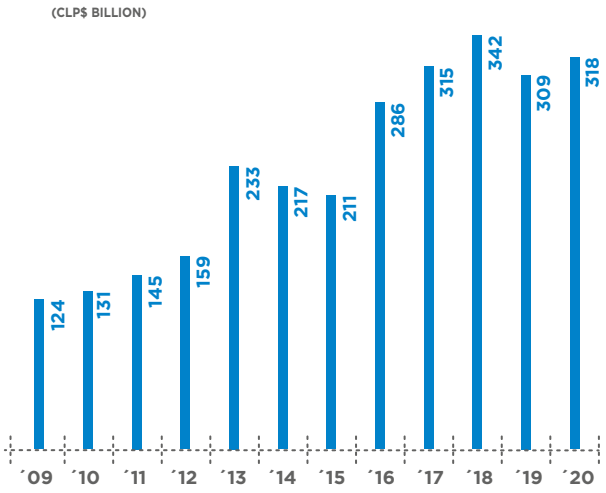
Echeverría Izquierdo has followed a strict safety protocol in all its works and has implemented telecommuting for back office and main office positions. It has adopted measures to reduce fixed costs and maintain the necessary liquidity.

In view of the high backlog, efforts have been focused on ensuring operations in all projects wherever possible. It is key to maintaining the company's technical and financial capacity in the long term while caring for the health and safety of its workers.

MET BUILDING
LIMA - PERU.

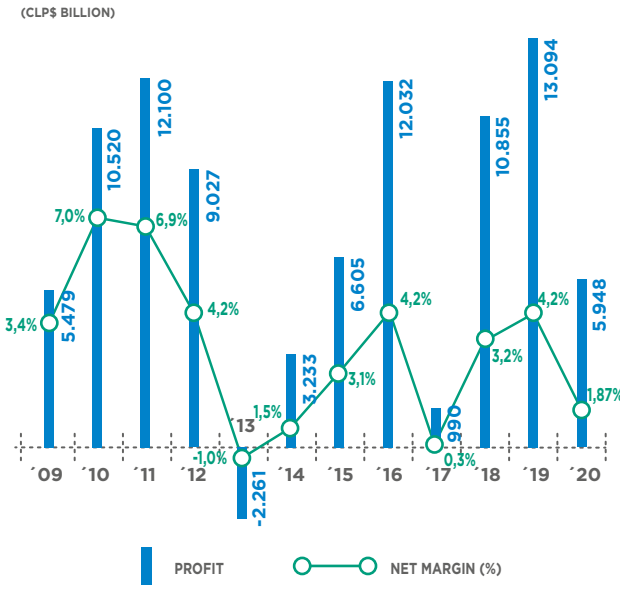
EXECUTIVE SUMMARY

INCOME

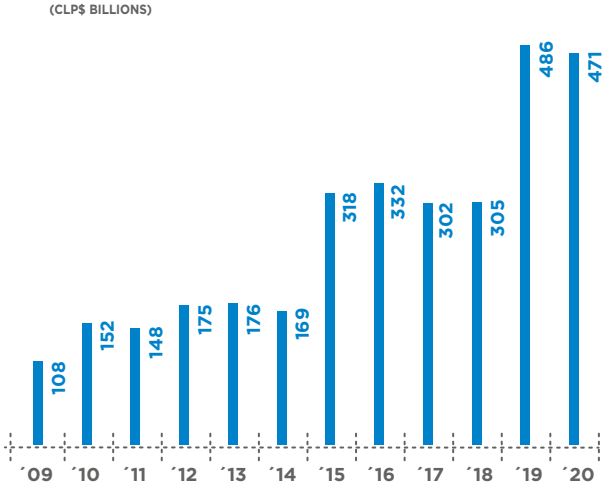


NOTE: THE YEARS 2009 TO 2016 INCLUDE THE CONSOLIDATED RESULTS OF ECHEVERRIA IZQUIERDO ACCORDING TO IFRS.

PROFIT

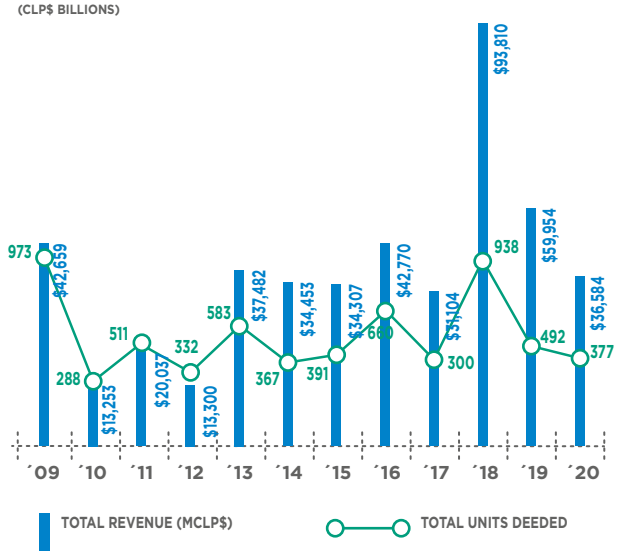


BACKLOG (*)



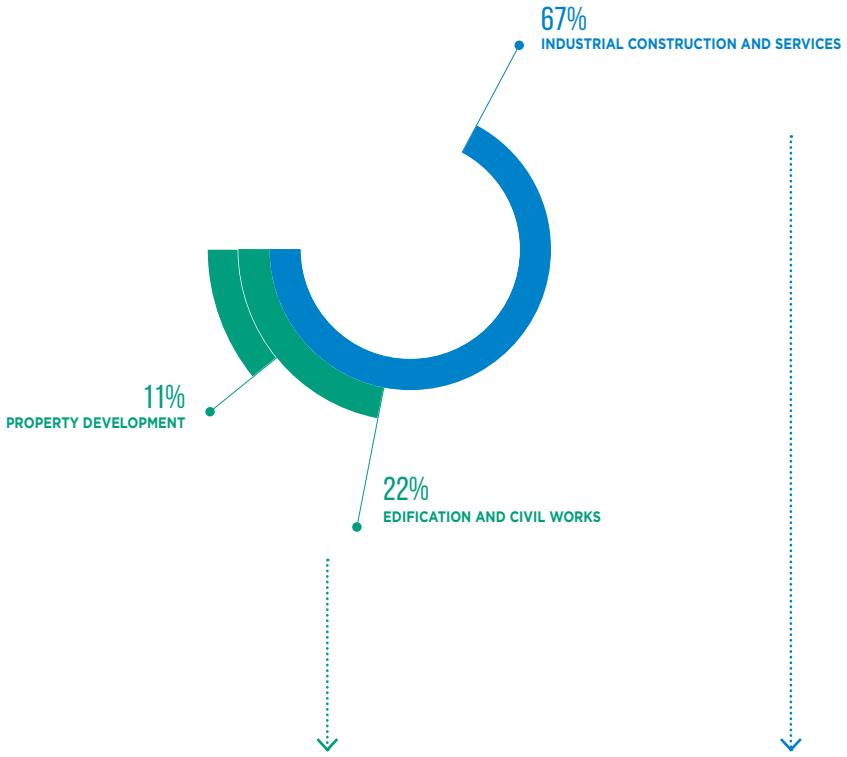
(*) INCLUDES ALL SUBSIDIARIES CONSOLIDATED AND THE PROPORTION OF UNCONSOLIDATED ASSOCIATES.

PROPERTY DEEDS OF SALES

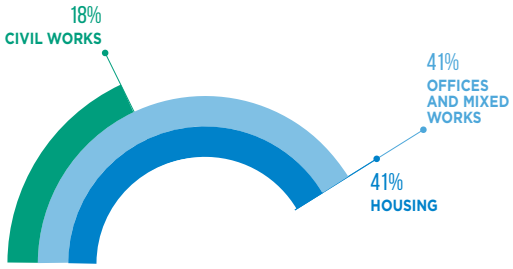


THE TOTAL DEEDED FOR EACH PROJECT IS NOT ADJUSTED BY THE SHARE OF ECHEVERRIA IZQUIERDO.

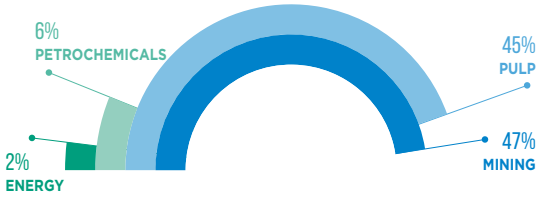
2020 INCOME DISTRIBUTION



EDIFICATION AND CIVIL WORKS



INDUSTRIAL CONSTRUCTION AND SERVICES



2020 RESULTS

CONSOLIDATED STATEMENT OF INCOME OF ECHEVERRÍA IZQUIERDO S.A.

CLP$ MILLIONS, EACH PERIOD	DECEMBER 2020	DECEMBER 2019	VARIATION
Revenue	318,479	309,637	2.86%
Gross Earnings	30,479	47,304	-35.57%
Gross Margin	9.57%	15.28%	-5.71%
Earnings (loss) of controllers	5,948	13,094	-54.57%
Net Margin	1.87%	4.23%	-2.36%
EBITDA	22,741	32,559	-30.16%
EBITDA MARGIN	7.14%	10.52%	-3.37%

RESULTS BY SEGMENT

CLP$ MILLIONS, EACH PERIOD	PROPERTY DEVELOPMENT	INDUSTRIAL CONSTRUCTION AND SERVICES	EDIFICATION AND CIVIL WORKS
Revenue	33,106	214,239	71,020
Gross Earnings	8,826	15,752	5,526
Gross Margin	26.66%	7.35%	7.78%
Earnings (loss) of controllers	2,723	8,686	(2,967)
Net Margin	8.35%	4.05%	-4.18%
EBITDA	4,557	19.199	404
EBITDA MARGIN	13.77%	8.96%	0.57%

RESULTS OF EDIFICATION AND CIVIL WORKS

CLP$ MILLIONS, EACH PERIOD	DECEMBER 2020	DECEMBER 2019	VARIATION
Revenue	71,020	116,780	-39.19%
Gross Earnings	5,526	12,334	-55.20%
Gross Margin	7.78%	10.56%	-2.78%
Earnings (loss) of controllers	(2,967)	722	-510.90%
Net Margin	-4.18%	0.62%	-4.80%
EBITDA	404	6,491	-93.77%
EBITDA MARGIN	0.57%	5.56%	-4.99%

RESULTS OF INDUSTRIAL CONSTRUCTION AND SERVICES

CLP$ MILLIONS, EACH PERIOD	DECEMBER 2020	DECEMBER 2019	VARIATION
Revenue	214,239	162,425	31.90%
Gross Earnings	15,752	24,466	-35.62%
Gross Margin	7.35%	15.06%	-7.71%
Earnings (loss) of controllers	8,686	8,621	0.75%
Net Margin	4.05%	5.31%	-1.25%
EBITDA	19,199	19,258	-0.31%
EBITDA MARGIN	8.96%	11.86%	-2.90%

RESULTS OF PROPERTY DEVELOPMENT

CLP$ MILLIONS, EACH PERIOD	DECEMBER 2020	DECEMBER 2019	VARIATION
Revenue	33,106	30,142	9.83%
Gross Earnings	8,826	10,214	-13.59%
Gross Margin	26.66%	33.89%	-7,23%
Earnings (loss) of controllers	2,723	6,359	-57.17%
Net Margin	8.23%	21.10%	-12.87%
EBITDA	4,557	8,673	-47.46%
EBITDA Margin	13.77%	28.77%	-15.01%

SUSTAINABLE BUSINESS DEVELOPMENT

CREATING VALUE AND IMPACTS ON OUR BUSINESS

Sustainability is at the core of our projects and operations and it represents both an opportunity and a responsibility to protect and reinforce the natural and social systems in which we live. We have established our Strategic Thrusts aligned to the 7 areas of continuing improvement identified by the Chilean Chamber of Construction.

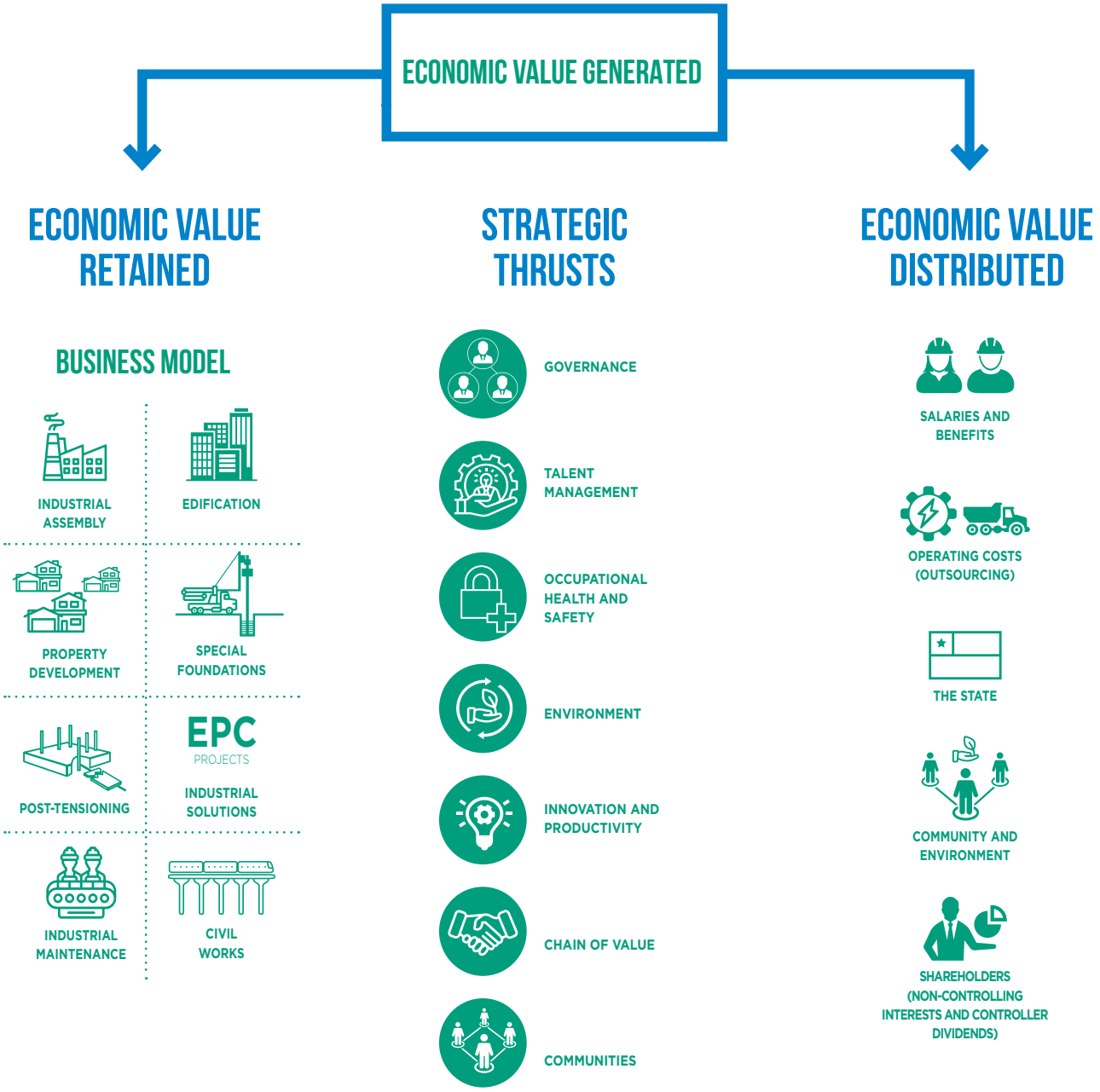
EXTERNAL CONTEXT

- REGULATORY CHANGES
- GLOBALIZATION
- DIGITALIZATION
- URBANIZATION AND MOBILITY
- SCARCITY OF NATURAL RESOURCES
- CLIMATE CHANGE

OUR ASSETS

- FINANCIAL CAPITAL
- OPERATING CAPITAL
- HUMAN CAPITAL
- INTELLECTUAL CAPITAL
- NATURAL CAPITAL
- SOCIAL AND RELATIONAL CAPITAL

Echeverría Izquierdo is committed to a sustainable business development. We conceive our creation of value and impacts in an integrated fashion: our assets and capital are inputs for our operations and the strategic thrusts are facilitators in creating economic value that is either distributed to our stakeholders or reinvested.

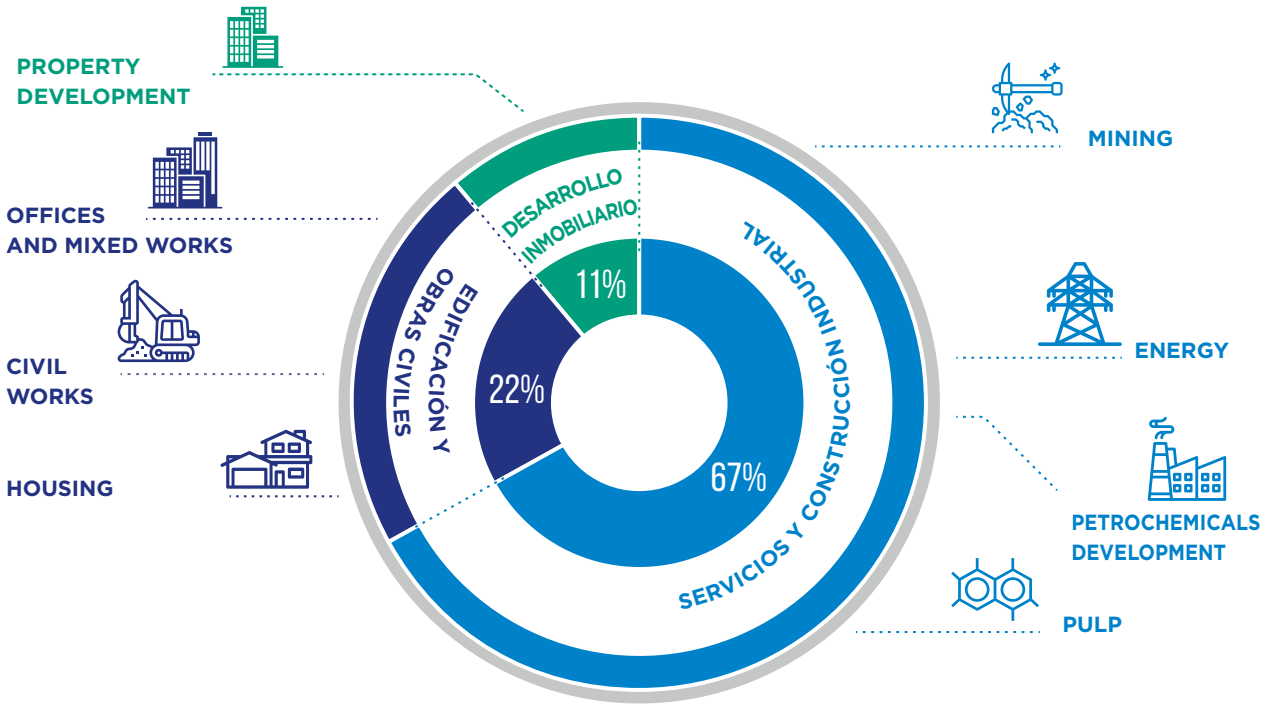


CHAIN OF VALUE: CUSTOMERS

MANAGEMENT MODEL: OUR PROMISE OF VALUE

We add value to our customers by offering innovative, integral solutions. Our efforts are oriented towards offering services of excellence in the fields of engineering and construction to deliver innovative and integral solutions that add value to our customers' projects and thus make us their best partner.

OUR CUSTOMERS



(*) Includes proportional income

OUR APPROACH

URBAN SOCIAL AND ENVIRONMENTAL IMPACT

In the Property area, we aim to improve the quality of life of individuals and the environment in general. We are concerned about the urban impact of our projects and we endeavor to innovate and promote sustainable lifestyles among our customers.

- Improvements in energy efficiency.
- Inclusion of renewable energy (solar panels)
- Electric car chargers
- Artwork on building facades

CLOSE WITH AND FOCUSED ON, THE CUSTOMER

Our commitment to the safety and wellbeing of our customers applies to all our segments and endures throughout the project cycle. In the Industrial and Edification areas, we are known for being close to our customers and for accompanying them early on in each project.

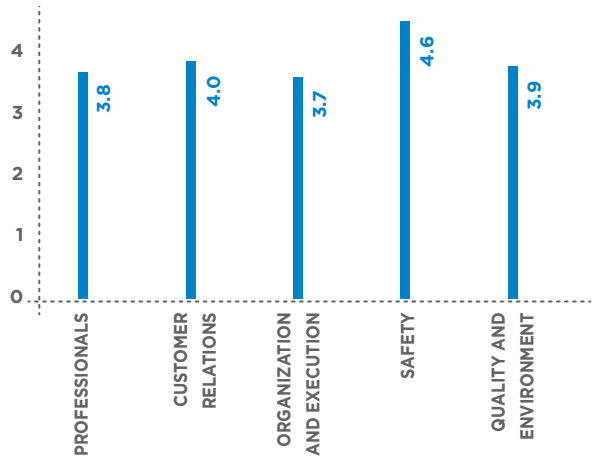
INNOVATION

We offer our customers innovative and sustainable solutions that satisfy their present and future needs thanks to the experience of our collaborators in internal and external research and development projects.

QUALITY AND LEGACY

In our more than 40 years of experience, we have consolidated by providing a durable, quality product. We deliver quality and value to our customers through high standards of design and construction in our different products and services.

CUSTOMER SATISFACTION



On a group level, our priority is the relationship with our corporate clients and users.

In the Edification area, we evaluate the satisfaction of our customers by means of a five-category survey.

CHAIN OF VALUE: SUPPLIERS

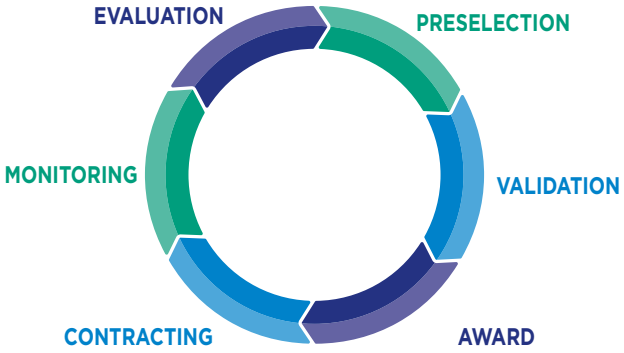
Echeverría Izquierdo promotes excellence in its chain of supply, focused on knowing who we work with, identifying their risks and managing a mutually beneficial relationship. We endeavor for our suppliers to share our principles and values concerning sustainability, innovation, respect for human rights and compliance with labor and environmental laws.

We are currently developing a corporate supplier management strategy so that we can standardize and consolidate our good practices on a group level.

MANAGEMENT MODEL

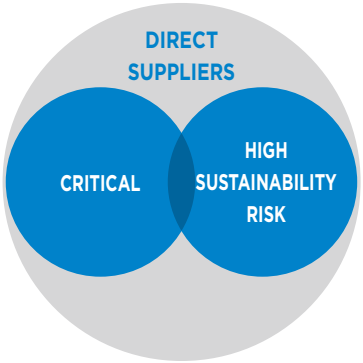
The EISA Group promotes high parameters of social and environmental works and good practices in our chain of supply. We have a Policy and Procedures Manual that sets down general guidelines, and we are designing procurement policies and supplier contract procedures.

The Edification and Construction business units are implementing a circular process and setting down criteria in a regulatory framework in the aim of generating value and assuring the supply of good and services in a fair, ethical and honest environment. The risks of entry, operation and exit are evaluated in each stage of the defined flow of the chain of supply, with an emphasis on R + d + i, operating excellence and collaborative work.



Critical suppliers supply goods and services that are important to our operations because of the high volumes, critical components or not easily substitutable goods that they provide, or because they represent a high percentage of our total procurement expense.

High sustainability risk suppliers are suppliers who are more likely to cause adverse impacts if they act improperly socially (human rights, working conditions), environmentally (waste management) or in their governance (compliance with the law).



RESPONSIBLE SUPPLIER MANAGEMENT

The EISA Group has implemented procedures to accredit suppliers and outsourcing due diligence protocols that set down the directives and guidelines to be followed by the Company's employees in relation to knowing suppliers and other outsourced providers in general before contracting or engaging with them. This is a control measure to prevent the crimes listed in Law 20,393 on the Criminal Liability of Legal Entities.

Each business unit is required to comply fully with all governing regulations and to schedule internal audits led by each functional area. This identifies economic, reputational, social, and environmental risks.

	EDIFICATION AND CIVIL WORKS	ASSEMBLY AND EDIFICATION
Fundamental worker's rights and working conditions	**The Human Resource Subdivision and employees in each management center verify and control compliance with regulations to manage risks involving working conditions, compensation, freedom of association and child labor, among other factors.**	**By contract, suppliers and subcontractors are required to comply with all rules of law. We have the authority to request Certificates of Employer Compliance.**
Occupational health and safety and standards of environmental care and protection	**The Safety Division and its employees working in each management center confirm that the directives for work performance are followed in accordance with the statements in the regulations and the customer's standards.**	**Before being contracted, suppliers and subcontractors must fill out a form where they state whether they hold ISO occupational health and safety and environmental certification. The environmental officers check that the work is performed according to law and the customer's standards. The work under subcontracts is monitored indirectly.**

BEST PAYER RECOGNITION:

Echeverría Izquierdo Construcciones was the best payer in the construction sector and one of the best in the industry as a whole, according to the ranking prepared by the Product Exchange and ASECH (Chilean Entrepreneurs Association). The study looks at the payment of invoices to SMBs and reveals the ongoing effort of the company to improve the terms of payment to our suppliers.

Best payers in the fourth quarter (published by El Mercurio Newspaper)

INDUSTRY	COMPANY	AVERAGE SECTOR GRADE (SCORE)	PAYER'S SCORE
FOOD	Agrícola Super	74.4	86
CONSTRUCTION	Echeverría Izquierdo Construcciones	68.1	91
ENERGY	Inversiones Hormitos	75.6	82
GOVERNMENT	Astilleros y Maestranzas de la Armada	77.5	87
MINING	Compañía Minera del Pacífico	77.6	97
SALMON FARMING	Exportadora Los Fiordos	69.2	86
SANITARY	Aguas Araucanía	78.5	81.5

CHAIN OF VALUE: SUPPLIERS

Integrating Sustainability into our supply chain

CHALLENGES

As a group, we promote the development of our suppliers and we make an effort to extend our goods sustainability practices to them. This represents several challenges, such as:

- MONITORING THE CAPACITY OF OUR STRATEGIC AND CRITICAL SUPPLIERS TO PROVIDE SERVICES
- ENCOURAGING THE CONTRACTING OF LOCAL SUPPLIERS AND WORKERS
- ENSURING THAT ALL SUPPLIERS ARE TREATED WITH DIGNITY
- DEVELOPING SUPPLIERS THROUGH LONG-TERM AGREEMENTS

OUTSTANDING INITIATIVES

SUPPORTING SMBS

Our business units have taken several initiatives to offer favorable conditions to small and mid-sized businesses (SMBs), such as:

- A MONITORING PLAN AND INDICATORS TO ANALYZE INVOICING AND PAYMENT TERMS
- AUTOMATIC RECONCILIATION OF INVOICES TO ENSURE AN EXPEDITIOUS PAYMENT FLOW
- ENCOURAGING REVERSE FACTORING AT PREFERENTIAL RATES FOR OUR PREMIUM SMB SUPPLIERS

PUSHING FOR INDUSTRIALIZATION AND CONTINUING IMPROVEMENT

Our business units have taken several initiatives to stabilize, and then optimize, production processes so as to reduce execution times and risk exposure and increase the quality of the product under the continuing improvement philosophy.

In Edification and Constructions, these initiatives are aligned to the Industry 4.0 framework, greatly motivated by industrialization. The risks to which they are exposed are detailed in the HIRA Matrix according to the OHS Management System. We also use a constructability index to evaluate the design and construction processes associated with the impact of skilled and unskilled labor.

2020 CCHC SUSTAINABLE COMPANY AWARD, LARGE CONSTRUCTION COMPANY CATEGORY: ECHEVERRÍA IZQUIERDO EDIFICACIONES

This award is given by the Chilean Chamber of Construction (CCHC) to companies committed to socially responsible and good sustainability practices. It is given to one company per year and is one the most outstanding awards from the CCHC annually. Echeverría Izquierdo Edificaciones was the recipient in 2020.

The following pillars of companies are analyzed for this award: Governance, human capital, safety, customers, the production chain, environment, community, innovation and productivity.

The company applied for this award in 2019, a year when it had several initiatives under development that included:

- Alcohol and drug policy;
- The incorporation of industrialization and digitalization to our processes: A Builder platform (integrating HR, assistance, planning and costs) and our Knowledge Portal Platform to develop talent and capitalize know-how;
- The Foreman Plan in alliance with DUOC for our foremen to receive a construction technician degree;
- Work on a culture of safety excellence;
- A management system via KPIs by area for implementation and tracking of strategic planning;
- The survey system and customer satisfaction measurement, to name a few.

This award is a source of great pride for our entire team and becomes more valuable than ever in the context of the pandemic now prevailing in our country. We are convinced that we are on the right road and we reassert our commitment: to our employees, to all our chain of value and to the community. We will continue to persevere and improve on this road to move the borders of the construction business, which is our purpose and inspiration.

MAIN CHALLENGES

During 2020, the Echeverría Izquierdo Group implemented a supplier and subcontractor Portal called IConstruye (I Build, in English) in order to be able to trace invoicing and the respective payments.

THE EDIFICATION AND CONSTRUCTION BUSINESS UNITS HAVE REINFORCED AND IMPROVED THE PREQUALIFICATION STANDARD THROUGH THE LINK BILD PLATFORM, TO IMPROVE THE CRIME PREVENTION EFFORTS USING NEITCOM. A COMMITTEE WAS SET UP TO DRAFT FORM CONTRACTS, AND ALL PROCEDURES OF THE LOGISTICS, PROCUREMENT AND SUBCONTRACTS SUBDIVISION WERE UPDATED AND IMPLEMENTED IN EARLY 2020.

NEXXO IMPLEMENTED THE ERP DYNAMIC AX IN THE PROCUREMENT AND WAREHOUSING MODULES AT THE END OF 2019. THE BEST PRACTICES IN FUNCTIONALITIES THAT USE THIS SYSTEM ARE EXPECTED TO BE CONSOLIDATED DURING 2020, WHICH WILL IMPROVE RELATIONS WITH SUPPLIERS AND HELP INCREASE QUALITY, TIMING AND COST EFFICIENCIES.

MANAGEMENT SYSTEM

INTEGRATED MANAGEMENT SYSTEM

An Occupational Health, Safety and Environmental Management System (SSTMA) has been implemented. Its main purpose is to ensure compliance with the requirements of stakeholders, external and internal customers as the life of our employees and environmental care are important.

AUDITING AND CERTIFICATION

Echeverría Izquierdo and its business units hold national and international certifications that warrant high standards in their quality systems and they foster an integrated management of their operations and processes. These certifications are constantly reviewed and updated.

To confirm its regulatory compliance with certifications, the Company has established a documented procedure to conduct internal audits every year. These audits address the requirements of the SSTMA System and the applicable legal requirements, and are made of all the work centers.

Echeverría Izquierdo has been externally audited according to OHSAS 18001, under which we hold certification since 2010. The Echeverría Izquierdo health and safety system has also been audited and certified each year by Bureau Veritas and by the Mutual Safety Association. All processes are audited, and some representative work centers are selected to verify compliance with the standard and internal requirements.

ISO 9001 QUALITY MANAGEMENT SYSTEM	ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEM	OHSAS 18001 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM	ASME S STAMP AMERICAN SOCIETY OF MECHANICAL ENGINEERS
ECHEVERRIA IZQUIERDO Montajes Industriales	ECHEVERRIA IZQUIERDO Montajes Industriales	ECHEVERRIA IZQUIERDO Montajes Industriales	ECHEVERRIA IZQUIERDO Montajes Industriales
ECHEVERRIA IZQUIERDO Ingeniería y Construcción		ECHEVERRIA IZQUIERDO Ingeniería y Construcción	
ECHEVERRIA IZQUIERDO Edificaciones		ECHEVERRIA IZQUIERDO Edificaciones	
VSL	VSL	VSL	
NEXXO	NEXXO	NEXXO	
PILOTES TERRATEST		PILOTES TERRATEST	

HONOR ROLL

During 2020, the Chilean Chamber of Construction (CChC) and the Mutual Safety Association held the awards ceremony for the "Honor Roll in Occupational, Health and Safety of the CChC," which recognizes the companies that stood out in occupational health and safety during 2019.

Echeverría Izquierdo has been a part of this Honor Roll on several occasions, and this year was no exception. El Construcciones, El Edificaciones and Nexxo were honored with 4 stars, which means they have an accident ratio less than or equal to 2.50%, and no fatal accidents, among other criteria.

Lastly, El Montajes Industriales received 6 stars for suffering no fatal accidents in the last 2 years evaluated (2018-2019), for having earned 5 stars at least three times in the last 5 years, one of which must have been the year being awarded, and for having a CChC safety ratio of excellence in the last 5 years.

Pablo Ivelic, Corporate Chief Executive Officer, remarked that "this is a recognition of occupational health management by companies in the Echeverría Izquierdo group as it means having standards and results of excellence in safety. The fact that 6 of our business units are on the Honor Roll is recognition of serious, responsible work, and simultaneously encourages us to continue working on what is, for us, a corporate value, namely the safety and life of those who work with us. Our ultimate goal is for employees to return safe and sound to their homes."

CAMARA CHILENA DE LA CONSTRUCCION

HONOR ROLL

2 0 2 0

The Chilean Chamber of Construction does certify that
ECHEVERRÍA IZQUIERDO MONTAJES INDUSTRIALES S.A.
is a member of the Honor Roll in the "Six Star" category because of its excellent occupational health and safety ratios in the period from January to December 2019, according to the terms and conditions stipulated to receive this honor.

★ ★ ★ ★ ★ ★

VALIDITY DECEMBER 2020

Contar con Sistema de Gestión de Seguridad y Salud en el Trabajo

- Qualified for the 5-star category at least 3 times in the last 5 years, one of the years being the year of award.
- No fatal accidents in the last 2 years (2018 and 2019).
- An average number of workers greater than or equal to 50.
- Having a CCHC safety ratio less than or equal to 24.0 in the last 5 years.
- Having a Certified Occupational Health and Safety Management System.

Antonio Errázuriz
Chairman
Chilean Chamber of Construction

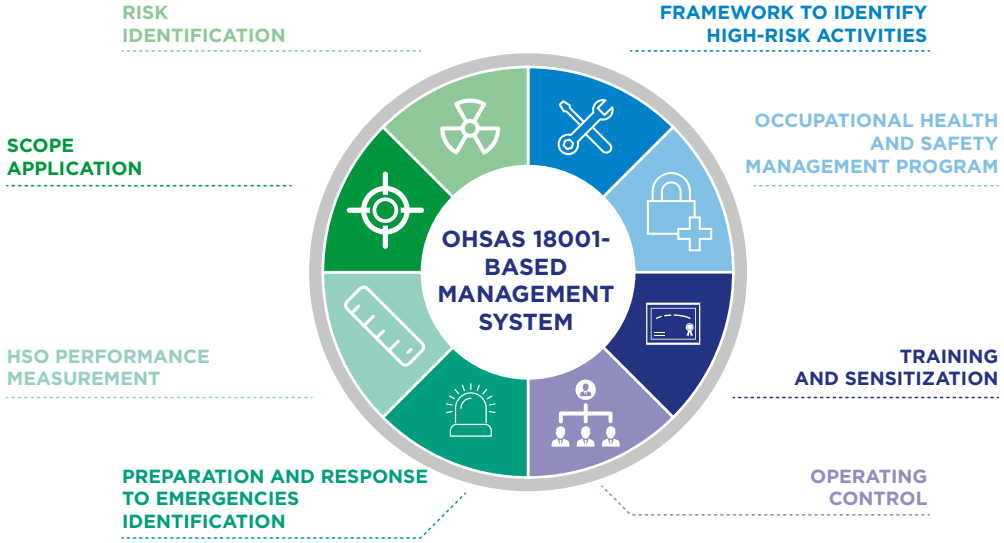
HEALTH AND SAFETY

OUR COMMITMENT

We are developing a culture of care that promotes the safety and wellbeing of our employees, contractors, and business partners. This culture facilitates a safe work environment, including all measures necessary to safeguard our people, projects and reputation and ensure that everyone goes home to their families in the same condition in which they came to work.

MANAGEMENT MODEL

We have established the highest standards in our tasks and facilities in the objective of creating risk-free environments for our employees and clients. Our system is based on the OHSAS 18001, the recognized standard on this subject, which encompasses the following aspects:



1. THE DYNAMIC NATURE OF OUR OPERATIONS REQUIRES CONSTANT SUPERVISION, SO WE IMPLEMENTED A RISK IDENTIFICATION MATRIX IN EACH OF OUR OFFICES, JOBS, HEADQUARTERS, SITES AND SERVICES.

2. ONCE OUR RISKS ARE IDENTIFIED, WORK PLANS OR PROCEDURES ARE DESIGNED UNDER THE PREMISE OF MITIGATING AND MANAGING OCCURRENCE OF THE RISK.

3. THE ANNUAL OCCUPATIONAL HEALTH AND SAFETY PLAN DESCRIBES THE ACTIVITIES AND OPERATING CONTROLS THAT WILL BE APPLIED TO OUR ACTIVITIES TO CONDUCT A CORPORATE PREVENTIVE MANAGEMENT THAT INCLUDES CAMPAIGNS, TALKS AND TRAINING IN REGARD TO CRITICAL RISKS, PRECURSORS, AND GOOD OPERATING PRACTICES.

4. THE SYSTEM INCLUDES INTERNAL AND EXTERNAL AUDITS.

5. ECHEVERRÍA IZQUIERDO HAS A HEALTH AND SAFETY COMMITTEE AND INTERDISCIPLINARY OCCUPATIONAL HEALTH AND SAFETY TEAMS WHO MEET REGULARLY TO DESIGN PLANS FOR THE IMPROVEMENT OF WORKS, TRAINING, INSPECTIONS, BEHAVIORAL PLANS, VISIBLE LEADERSHIP, AND OTHER MATTERS.

MANAGEMENT AND CONTROL OF THE "SAFE RETURN PLAN" FOR THE PANDEMIC

One of the greatest challenges we have faced is the Covid-19 pandemic. It led us to rethink the way in which we do things and create cultural changes and changes in the construction process at our work centers.

As a result, we designed the Safe Return Plan, an integral plan that contains several initiatives grouped into 5 lines of work, each complementary to the other, to prevent and control infection by coronavirus inside the company.

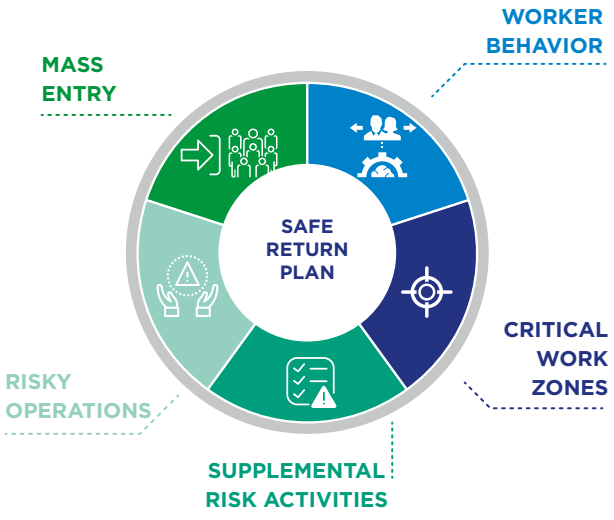
1. Mass Entry: This line of action sought to put the health of our employees first and conduct a first filter of immune and uninfected workers entering sites to care for the health of our probably infected workers and those that could become infected. To do this we conducted massive immune and PCR tests, one and the other depending on the outcome of a characterization survey of the population at risk. This mass control of employee entry was done in a scheduled, gradual and deferred manner and symptom triage was also performed. We have an outbreak management procedure for phases of action when any case of infection is found, depending on the scope, starting with the first case of infection at the center.

2. Worker behavior: We also took care to provide the physical conditions required to prevent infection by Covid-19. We focused our work on sensitization and education of our workers about the right way to prevent infection. We conducted a communication campaign by sending GIFs and videos through a WhatsApp number in order to stay connected and communicated. This is how we promoted care among everyone. And we gave a Covid-19 family kit to workers to care for themselves and their loved ones.

3. Critical work zones: This line of action involved reconditioning measures to enter project works, dining halls, dressing rooms, showers, bathrooms, and offices, as well as an advance inspection team and the issuance of a Manual on living with Covid-19.

4. Supplemental Risk Activities: This line of work addressed the risks of infection in activities necessary and complementary to construction such as: Induction – Covid-19 DNA Plan; Builder: Digitalization and OHS document manager: JSA / Daily Talks on the construction process, operating meeting guideline, the redesign of PPE, Sanitization Program and design; Builder: A remote survey of symptoms linked to attendance control and red alerts.

5. Risky operations: This initiative changed the traditional way we addressed the risks inherent to construction. The risk of Covid-19 was added to operations. We have had to rethink how we work in order to design our sites taking into account the social distancing variable through an integrated planning that includes the Covid-19 risk, the design of limited functional crews and an appropriate communication and dissemination of work procedures and preventive measures.



HEALTH AND SAFETY

AWARDS – GOOD PRACTICES

During 2020, the Chilean Chamber of Construction held a good occupational health and safety work practice contest focused on initiatives undertaken by companies to handle the pandemic and care for the health of employees in workplaces. This year we were again awarded two firsts and one outstanding practice, acknowledgement of a robust action plan put in effect by our company to combat Covid-19 at our projects.

The recognized Good Practices are:

SAFE RETURN PLAN, IN THE CATEGORY OF "DEFINE GOALS, DEVELOP PROGRAMS" (GOLDEN RULE NO. 3)

WINNING PRACTICE (1ST PRIZE)

BUILDER-DIGITALIZATION AND OHS DOCUMENT MANAGEMENT: JSA / DAILY TALKS ON THE CONSTRUCTION PROCESS, IN THE CATEGORY OF "IMPROVING QUALIFICATIONS, DEVELOPING COMPETENCIES" (GOLDEN RULE NO. 6)

WINNING PRACTICE (1ST PRIZE)

RISKY OPERATIONS: PLANNING INTEGRATING THE COVID-19 RISK, IN THE CATEGORY OF "IDENTIFYING HAZARDS AND EVALUATING RISKS" (GOLDEN RULE NO. 2)

OUTSTANDING PRACTICE

ADAPTATION OF PROCESSES, AUTOMATION OF BUILDER DIGITALIZATION

- **OHS document management and digitalization: JSA / Daily talks on the construction process.**

Este desarrollo consiste en llevar a cabo los procesos antes mencionados de forma completamente digital, lo que nos permite tener un registro en tiempo real del cumplimiento de estas actividades al interior de nuestros centros de trabajo, disminuir los tiempos asociados y reducir el uso de papel. A través de la aplicación de Builder en smartphones o tablets, los capataces pueden realizar estas actividades registrando de forma inmediata en el caso de las AST las tareas asociadas a sus cuadrillas de trabajo, riesgos asociados y medidas de control que aplican, en el caso de las Charlas Diarias la aplicación permite al capataz ver un set de charlas disponibles para que pueda seleccionar y entregar los contenidos a sus trabajadores. Por último, la aplicación permite registrar la firma y fotografía de los trabajadores.

- **Remote physical symptoms survey linked to attendance control and red alerts.**

In order to avoid the spread of Covid-19 at workplaces, a system was implemented to take a digital Covid-19 symptoms survey remotely that was linked to the electronic attendance control and record. This allowed us to identify in real time collaborators who presented symptoms or had come in close contact with people testing positive for Covid-19 before they reached the project. Workers probably infected were thus kept from entering places at the work site, like dressing rooms or the site installation, which reduced the risk of contagion and exposure of other collaborators.

Covid-19 health survey

PERFORMANCE INDICATORS

ACCIDENT RATIO	2016	2017	2018	2019	2020
EI Montajes Industriales	0.35	0.25	0.16	0.07	0.41
EI Soluciones Industriales	0.00	0.00	0.00	0.00	0.00
Nexxo	0.41	0.43	0.33	0.20	0.15
EI Edificaciones	2.58	1.15	1.01	1.33	1.42
EI Construcciones	0.00	0.00	0.94	1.13	1.99
EI Ingeniería y Construcción	6.72	2.82	0.00	1.45	0.00
Pilotes Terratest Chile	3.20	2.39	2.81	2.09	0.43
VSL	4.87	0.61	2.08	2.38	2.61
Consolidated	1.60	0.74	0.54	0.59	0.53

FREQUENCY RATIO	2016	2017	2018	2019	2020
EI Montajes Industriales	1.39	0.97	0.63	0.26	1.62
EI Soluciones Industriales	0.00	0.00	0.00	0.00	0.00
Nexxo	1.64	1.72	1.29	0.81	0.60
EI Edificaciones	10.25	4.56	4.02	5.30	5.63
EI Construcciones	0.00	0.00	3.71	4.47	7.90
EI Ingeniería y Construcción	26.69	11.19	0.00	5.74	0.00
Pilotes Terratest Chile	12.70	9.49	11.17	8.29	1.70
VSL	19.32	2.44	8.27	9.43	10.36
Consolidated	6.36	2.95	2.14	2.33	2.12

OCCUPATIONAL DISEASE RATIO	2016	2017	2018	2019	2020
EI Montajes Industriales	0.00	3.48	0.73	0.00	0.39
EI Soluciones Industriales	5.94	0.00	0.00	0.00	0.00
Nexxo	0.00	0.00	0.00	0.00	0.00
EI Edificaciones	0.26	0.00	0.00	0.71	0.00
EI Construcciones	0.00	0.00	0.00	0.00	0.00
EI Ingeniería y Construcción	0.00	0.00	0.00	0.00	0.00
Pilotes Terratest Chile	0.00	0.00	1.24	0.00	0.00
VSL	9.66	4.87	3.31	1.35	2.59
Consolidated	0.41	1.28	0.50	0.16	0.32

ENVIRONMENT

EISA has a continuing commitment to improvement

ENVIRONMENTAL MANAGEMENT SYSTEM

We manage our environmental impacts optimally.

We manage and assume responsibility for our environmental impact.

EISA is aware that its core business sectors (construction of buildings and infrastructure) have an impact on the natural resources of Earth, namely material, soil, water, air, and biodiversity.

We assign special importance to compliance with regulations and the requirements in the certifications we hold, like ISO 14001 that addresses the environmental management system.

In line with the environmental challenges in the Metropolitan region, we apply programs to mitigate our impact that focus on the sustainable management of resources and the use of energy. As a leading contractor, we are also increasingly concentrating on the principles of sustainable construction and we have a solid record in executing ecologically constructed projects.

MANAGEMENT PROCESS

Echeverría Izquierdo Montajes Industriales manages environmental matters through an environment department that applies a management system based on studying each of the projects and their scopes to comply with governing regulations and ensure the commitment of each employee to the environmental aspects in which they are involved, and to environmental protection and the prevention of environmental contamination.

The main environmental issues in the organization are the processing of Environmental and Sectorial Permits for each of our projects and/or works to be performed.

The company has an Integrated Management Policy that addresses occupational health and safety, the environment and quality.

Corporate: Environmental matters are managed through the project risk prevention departments. Their objective is to implement work plans for the management of any waste, and to prioritize prevention, reduction, reutilization, recycling and disposal (removal by authorized companies that dispose of waste in accredited locations).

The environmental aspects are evaluated in a matrix that follows the guidelines in a procedure to identify environmental considerations and assess environmental impacts. The matrix is designed and adjusted for each project.

The environmental objectives are communicated to the actors involved, are reviewed at management meetings, and training is conducted throughout the year.

INNOVATION MANAGEMENT

In 2020, campaigns were held on reducing hazardous and non-hazardous industrial waste and household waste by encouraging recycling and an awareness of the consumption of resources.

We also intend to propose technological measures to reduce and optimize the consumption of industrial water used in our productive activities.

No substantial fines for environmental violations have been imposed upon Echeverría Izquierdo in the last 4 years.

ENVIRONMENT

IMPACT MANAGEMENT

We are focused mainly on:

IDENTIFYING ENVIRONMENTAL CONSIDERATIONS AND IMPACTS CAUSED BY OUR ACTIVITIES BY MEANS OF IDENTIFICATION MATRIXES FOR EACH OF OUR TASKS, BOTH AT OUR HOME OFFICE AS WELL AS IN OUR HEADQUARTERS, CONTRACTS, SITES, AND SERVICES.

OPERATING CONTROLS: AFTER IDENTIFYING OUR SIGNIFICANT ENVIRONMENTAL CONSIDERATIONS, WORK PLANS OR PROCEDURES ARE DESIGNED TO MINIMIZE THEIR IMPACT ON THE ENVIRONMENT.

ANNUAL ENVIRONMENTAL PROTECTION PLAN: THIS PLAN DESCRIBES THE ACTIVITIES AND OPERATING CONTROLS THAT WILL BE APPLIED TO OUR ACTIVITIES TO CONDUCT A CORPORATE ENVIRONMENTAL MANAGEMENT THAT INCLUDES CAMPAIGNS, TALKS AND TRAINING IN REGARD TO IMPACTS AND THE COMPANY'S ENVIRONMENTAL REQUIREMENTS.

THE PLAN INCLUDES, FOR CONTRACTS, WORK SITES AND SERVICES, THE REQUIREMENTS OF EACH CLIENT.

COMPLIANCE WITH THE LAW: THE APPLICABLE LEGAL REQUIREMENTS ARE IDENTIFIED THROUGH THE LEGAL MATRIX TOGETHER WITH IMPLEMENTATION AND VERIFICATION MEASURES.

MAIN GOALS

MAINTAINING CERTIFICATION/ AUDITS: ENVIRONMENTAL AUDITS WERE MADE PERIODICALLY THROUGHOUT 2020 OF ALL WORK CENTERS.

DISPOSAL OF HAZARDOUS WASTE ACCORDING TO NATIONAL REGULATIONS.

HAVING ZERO ENVIRONMENTAL FINES.

COMPLETING THE LEGAL MATRIX ASSOCIATED WITH EACH OF OUR PROJECTS AND THEIR ENVIRONMENTAL APPROVAL (RCA)

CONSENTIDO PROGRAM (WITH MEANING PROGRAM). 7 WORK CENTERS BEGAN TO PARTICIPATE IN A PROGRAM OF THE CHILEAN CHAMBER OF CONSTRUCTION CALLED WITH MEANING, WHICH AIMS TO REINFORCE WASTE MANAGEMENT IN THE COMPANY'S DIFFERENT PROJECTS.

EFFICIENCY IN THE USE OF PAPER, WATER, AND ELECTRICITY.

A PROGRAM WITH RECYLINK. EFFICIENT WASTE MANAGEMENT PROGRAMS WEREIMPLEMENTED AT WORK SITES.

REDUCING THE QUANTITY OF WASTE GENERATED (HOUSEHOLD, NON-HAZARDOUS AND HAZARDOUS): THE ENVIRONMENTAL CAMPAIGN HELD IN 2020 WAS FOCUSED ON MANAGING SOLID HOUSEHOLD WASTE. A CAMPAIGN WAS CONDUCTED AS PART OF THE WORLD ENVIRONMENT DAY THAT WAS REPLICATED IN ALL BRANCHES, CONTRACTS, AND SITES THROUGHOUT THE NATION. A SAFETY CAMPAIGN WAS IMPLEMENTED TO REINFORCE COMPLIANCE WITH WASTE MANAGEMENT AND RECYCLING (BY HOLDING PRACTICAL WORKSHOPS FOR EMPLOYEES), AND ROLES WERE DEFINED WITHIN EACH PROJECT TEAM TO CONTROL WASTE MANAGEMENT.

OPERATING ECOEFFICIENCY

TOTAL WASTE GENERATED	2016	2017	2018	2019	2020
NEXXO	87.16 TONS	158.1 TONS	62.46 TONS	71.12 TONS	41.806 TONS
VSL	Non-hazardous: 30,460 kg Hazardous: No information	Non-hazardous: 26,920 kg Hazardous: 16,650 kg	Non-hazardous: 32,590 kg Hazardous: 963 kg	Non-hazardous: 34,260 kg Hazardous: 1,888 kg	Non-hazardous: 9,130 kg Hazardous: 591.5 kg
INMOBILIARIA	N/I	N/I	N/I	3,942 KG	PENDING
MONTAJES	Household: 7,384 kg Industrial: 69,141 kg Hazardous: 8,479 kg	Household: 120,045 kg Industrial: 141,256 kg Hazardous: 20,612 kg	Household: Industrial: 3,132,367 kg Hazardous: 8,479 kg	Household: 26,911 kg Industrial: 291,060 kg Hazardous: 16,750 kg	PENDING

WATER CONSUMPTION (MILLIONS OF CUBIC METERS)	2016	2017	2018	2019	2020
NEXXO	1.552 X10-6	2.389 X10-6	2.427 X10-6	2.808 X10-6	2.698 X10-6
INMOBILIARIA	N/I	N/I	N/I	934 M3	PENDING
MONTAJES	N/I	33,706 m3	37,442 m^3	37,723 m^3	PENDING

HUMAN CAPITAL

6.5% of all women working in Chile work in the construction sector

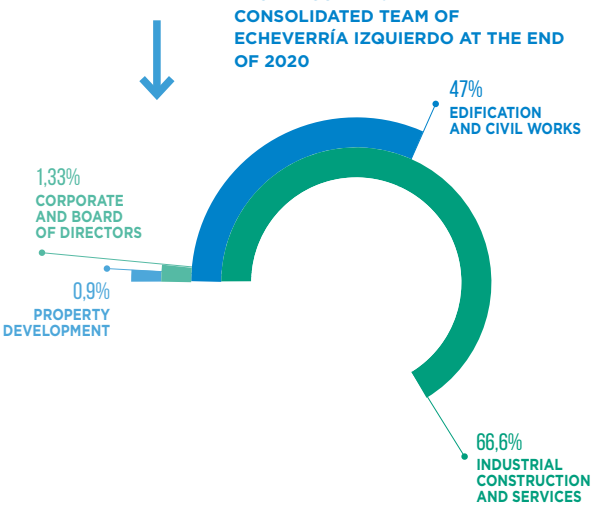
OUR APPROACH

We are committed to equal opportunity, diversity, and inclusion, and to promoting a discrimination-free culture.

We are focusing our efforts on hiring the disabled, young women, senior citizens, and immigrants. Apart from diversity and inclusion, our focus in 2020 was mainly people development.

DIVERSE TEAM

12,485 PEOPLE COMPRISED THE CONSOLIDATED TEAM OF ECHEVERRÍA IZQUIERDO AT THE END OF 2020



8% OF THE MEMBERS OF OUR TEAM WERE WOMEN

12% OF THE MEMBERS OF OUR TEAM WERE FOREIGNERS

21% OF OUR COLLABORATORS WERE UNDER AGE 30

22% OF OUR COLLABORATORS WERE OVER AGE 50

GENDER DIVERSITY AMONG TOTAL NUMBER OF EMPLOYEES

We are concerned that women be on the different teams so that our percentage is above the business average. We have made strategic alliances with foundations that work with women released from prison under which the company offers them jobs and monitors them.

92% **8%**

2022 GOAL
10% WOMEN

Percentage of women in managerial positions

	%
Junior managerial positions	21
Senior managerial positions	17
Income-generating managerial positions	12

DIVERSITY AND INCLUSION

We have made a commitment to diversity and inclusion of all types, such as hiring women, the disabled and foreigners.

Our diversity effort is not only to comply with the law but also in the positive understanding that it is an opportunity and not a problem, so we base our efforts mainly on the following commitments:

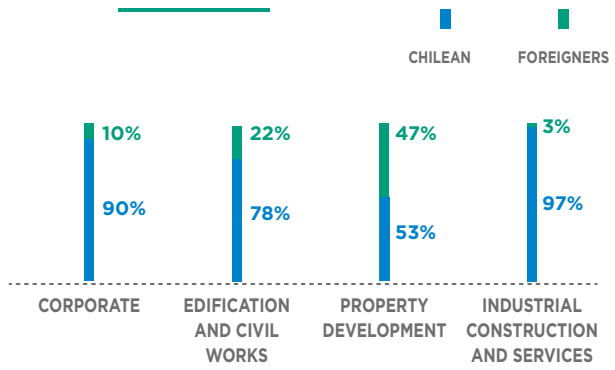
ANY VACANCY TO BE FILLED IS NOT PREVIOUSLY RESTRICTED BY GENDER IN DEFINING THE POSITION PROFILE. IT IS MADE EXPLICIT THAT THE CANDIDATE, WHETHER MALE OR FEMALE, MUST MEET THE TECHNICAL PROFILE.

WE PROMOTE DIVERSITY ON OUR TEAMS THROUGH THE INTEGRATION OF FOREIGNERS. ECHEVERRÍA IZQUIERDO EDIFICACIONES IS PART OF THE COMMITTEE OF INTERCULTURAL COMPANIES OF THE JESUIT MIGRANT SERVICE WITH WHOM MEASURES TO INCLUDE MIGRANTS IN THE WORKING ENVIRONMENT ARE REVIEWED AND IMPLEMENTED, SUCH AS TEACHING SPANISH TO HAITIAN PROJECT WORKERS.

WE HAVE A VISION OF INCLUSION IN OUR ORGANIZATION, UNDERSTOOD TO BE AN OPPORTUNITY TO CREATE BETTER WORKSPACES WHERE UNDERSTANDING AND NON-DISCRIMINATION PREVAIL AND WHERE FAIR, ACROSS-THE-BOARD OPPORTUNITIES ARE MADE AVAILABLE TO ALL MEMBERS OF OUR COMMUNITY. ECHEVERRÍA IZQUIERDO MONTAJES INDUSTRIALES STARTED UP A PILOT SIGN LANGUAGE EDUCATION PLAN DURING 2019 TO FOSTER THE INCLUSION OF THE HEARING-DISABLED. WORKSHOPS AND INTEGRAL TALKS WERE HELD ON SITE AND AT OFFICES TO PROMOTE ALL ASPECTS OF INCLUSION.

	2017	2018	2019	2020
Average number of workers	13,015	12,259	11,014	12,485
Female directors and executive committee members	8%	12%	13%	20%
Female managers	11%	14%	15%	16%
Disabled employees	22	41	48	75
Unionized employees	3,476	3,538	2,972	8,750

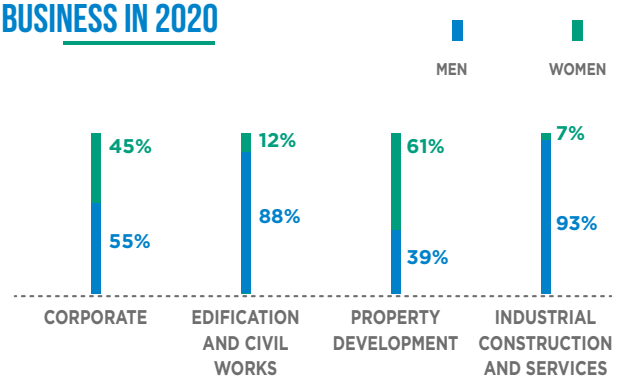
NATIONALITIES IN 2020



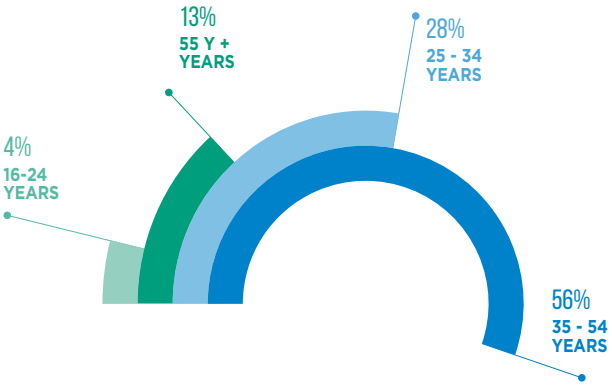
Nationalities of managerial positions

NATIONALITY	JUNIOR MANAGERIAL POSITION	SENIOR MANAGERIAL POSITION
Argentine	2%	7%
Brazilian	1%	0%
Chilean	95%	93%
Peruvian	1%	0%
Uruguayan	1%	0%

GENDER DIVERSITY BY BUSINESS IN 2020



EMPLOYEES BY AGE RANGE



HUMAN CAPITAL

NON-DISCRIMINATION – PAY GAP

One of the most important aspects in matters relating to gender diversity is guaranteeing compliance with the principle of equal pay among men and women who perform one same job. Differences may exist only on the basis of objective and non-arbitrary criteria. So, companies like Echeverría Izquierdo Edificaciones have salary collars by position that are constructed on market information and internal consistency in which the gender variable has no place.

That is the company's method, and if there are situations where male or female employees believe that there may be an arbitrary difference, the Company has a complaint channel that will trigger an investigation of the situation. We have been actively working to close the gender pay gap. We can emphasize the following results in 2020:

CORPORATE	2019 V/S	2020 V/S
Managers and Executives	-3.8%	-2.3%
Professionals	-1.6%	-1.2%
Technicians	6.9%	3.9%
Field personnel	N/A	N/A

INDUSTRIAL CONSTRUCTION AND SERVICES	2019 V/S	2020 V/S
Managers and Executives	-5.1%	-4.2%
Professionals	-6.5%	-3.3%
Technicians	-9.5%	-3.5%
Field personnel	-9.3%	-3.3%

EDIFICATION AND CIVIL WORKS	2019 V/S	2020 V/S
Managers and Executives	-4.2%	-3.2%
Professionals	-7.9%	-3.5%
Technicians	-1.5%	-1.2%
Field personnel	1.2%	1.1%

PROPERTY DEVELOPMENT	2019 V/S	2020 V/S
Managers and Executives	-15.1%	-4.4%
Professionals	-9.4%	-2.5%
Technicians	-7.1	3.1%
Field personnel	N/A	N/A

LABOR RELATIONS

Echeverría Izquierdo is focused on maintaining a work climate of respect and trust while always strengthening relations between employees, union leaders and the company. During 2020, we worked on maintaining a direct, fluid communication throughout the hierarchy. For example, releases were issued on contract awards and changes in the organization, internal newsletters were posted, an intranet section displayed the recognition of collaborators, emphasizing merits such as support and collaboration, exceeded my expectations and an amiable and courteous attitude. There were also strategic planning meetings and workplace camaraderie gatherings, among other activities.

The Human Resources area works on the basis of 8 fundamental pillars to strengthen labor relations. Those pillars are:

- WORK EXCELLENCE
- ENCOURAGING LABOR RELATIONS
- SUPERVISOR RESPONSIBILITY
- EFFICIENCY IN HUMAN RESOURCE ADMINISTRATION
- SAFETY ON THE JOB
- FAMILY / WORK BALANCE
- LEGALITY AND ETHICS
- THE RIGHT OF ADMINISTRATION CANNOT BE WAIVED

BUILDING TALENT

We are part of an industry where an adequate formation and knowledge of our teams are indispensable to maintaining a high level of professionalism. Moreover, the world of technology development and the digital transformation require having unique competencies and talents. The ongoing proactive search to drive the business and to establish innovative collaboration and interaction dynamics is key to fostering an environment where people have the possibility of developing professionally. As important as attracting new talent and visions is working together with people on developing their transforming potential to the utmost.

Although we always wish to attract the most innovative talent, developing internal capacities in Echeverría Izquierdo and motivating the members of our team to take on new challenges and to make up for existing gaps is even more important. So, each year we review the training needs on a national level. At the same time, we conduct an analysis of the organization and its annual goals to design a Training Plan that guarantees that all employees receive the necessary instruction. In parallel, there is an option for collaborators to present a course that they would like to take, which is authorized by arranging for the course with the provider and verifying with the collaborator's superiors that it bears a relation to the employee's functions and/or career development.

In 2020, training was imparted to all segments of employees, emphasizing project workers. They received mostly technical training in construction processes and specialized machinery operation, design and quantification for the engineering team and ongoing instruction in matters related to risk prevention. The training was mostly imparted in classrooms, and in specific cases, by E-Learning.

HUMAN CAPITAL

In the efforts made for our project workers, the "On-Site Leadership" program stands out, oriented towards improving leadership skills in our employees who hold supervisory positions. Work has been done specifically on key issues like the importance of communication, improvement of work methods, motivating, evaluating and promoting teamwork. 10 projects participated in the program in 2020.

Echeverría Izquierdo Edifications also has annual training plan in line with the strategic objectives of the company, after which satisfaction surveys are conducted. The programs implemented on site during 2020 include:

FOREMAN PLAN

In 2020, this program was conducted online because of the COVID-19 pandemic. 24 workers from different projects of EI Edificaciones are currently working towards this diploma that aims to give them the know-how to improve their management, adapt to new requirements in the industry and lead the change toward industrialization and digitalization of construction processes.

	HOURS OF TRAINING	NUMBER OF PARTICIPANTS	INVESTMENT IN TRAINING
Echeverría Izquierdo Ingeniería y Construcción S.A.	98	28	$111,430
Pilotes Terratest	5,025	331	$13,534,000
Echeverría Izquierdo Edificaciones S.A.	8,300	1,656	$17,497,954
Nexxo	31,931	1,345	$95,798,879
VSL	5,328	106	$400,000
Inmobiliaria	101	59	$920,000
Montajes Industriales	45,121	1,084	$133,860,000

TALENT ATTRACTION AND RETENTION

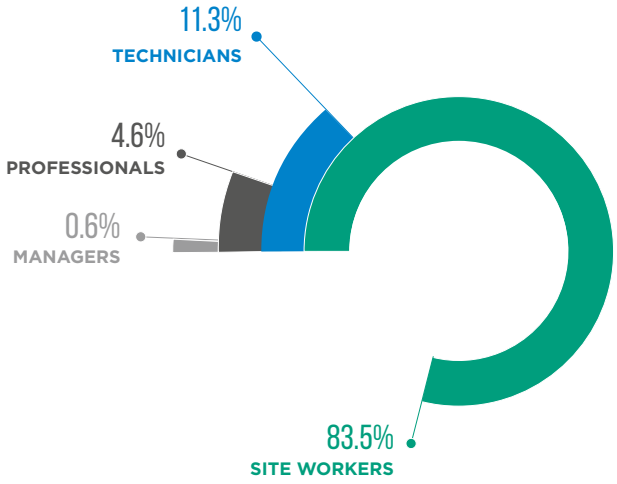
We emphasize the following objectives in fulfilling our mission of being a leader in infrastructure and construction. This guarantees that the human potential within the organization will be managed properly:

RETAIN AND ATTRACT PROFESSIONALS TRAINED AND COMMITTED TO THE MISSION AND VISION OF EISA.

INTEGRATE PEOPLE IN THE ORGANIZATION SO THAT THEY CONNECT WITH THE BUSINESS STRATEGY, THE PURPOSE BEING TO MOBILIZE THE CAPACITIES AND TALENT TOWARDS ACHIEVING OBJECTIVES. THIS WILL GENERATE A GREATER SENSE OF BELONGING AND STRENGTHEN OUR ORGANIZATIONAL CULTURE.

ENCOURAGE INTERNAL MOBILITY BY GIVING EMPLOYEES OPPORTUNITIES FOR DEVELOPMENT.

In leveraging these objectives, in 2020 we reinforced our leaders' moments of feedback through the Feedback Plan. This is a positive psychology strategy to align the strengths of teams with the company's goals and detect opportunities for improvement to improve commitment and collaborative work.



In the search for attracting potential talent, the main projects of Echeverría Izquierdo have been advertised on job portals and by participation in job congresses and fairs. Echeverría Izquierdo Montajes Industriales has a Trainee Engineer Formation plan. Trainees who complete a collaboration plan with prestigious universities in the country then join the company. Added to that initiative, we have a Practices Program with the Pontifical Catholic University of Chile for the Civil Construction Program, an agreement for thesis students at the Pontifical Catholic University of Valparaíso, and an agreement with DUOC UC to attract technical talent to projects.

Moreover, the company is constantly meeting with the Employment Office (OMIL) of different municipalities in the search for workers with adequate competencies for our project. This fosters inclusion of the disabled to the working world.

INNOVATION AND PRODUCTIVITY

Echeverría Izquierdo is dedicated to offering its customers innovative and sustainable solutions that satisfy their present and future needs, based on an innovation management strategy and system that reinforces the knowledge and experience of its employees in internal and external research and development projects.

PURPOSE AND FOCUS

We understand that innovation is a critical structural need of the business. In line with that goal, we have developed an innovation strategy that contains three key focal points that are directly related to the business strategy:

1. INDUSTRIALIZATION:
A SET OF METHODS THAT INCORPORATE MODULARIZATION, STANDARDIZATION, ROBOTICS, AUTOMATION AND PREFABRICATIONN (OFF-SITE SERIAL PRODUCTION) THROUGHOUT THE CONSTRUCTION LIFECYCLE

2. THE DIGITAL TRANSFORMATION:
CHANGE PROCESSES LEVERAGED ON DISRUPTIVE SOLUTIONS AND DIGITAL TECHNOLOGIES FOR THE RESOLUTION OF COMPLEX PROBLEMS.

3. SUSTAINABILITY (CONSTRUCTION SUSTAINABILITY):
COMPATIBILITY OF ECONOMIC GROWTH, ENVIRONMENTAL PRESERVATION AND SOCIAL EQUITY.

INNOVATION STRATEGY

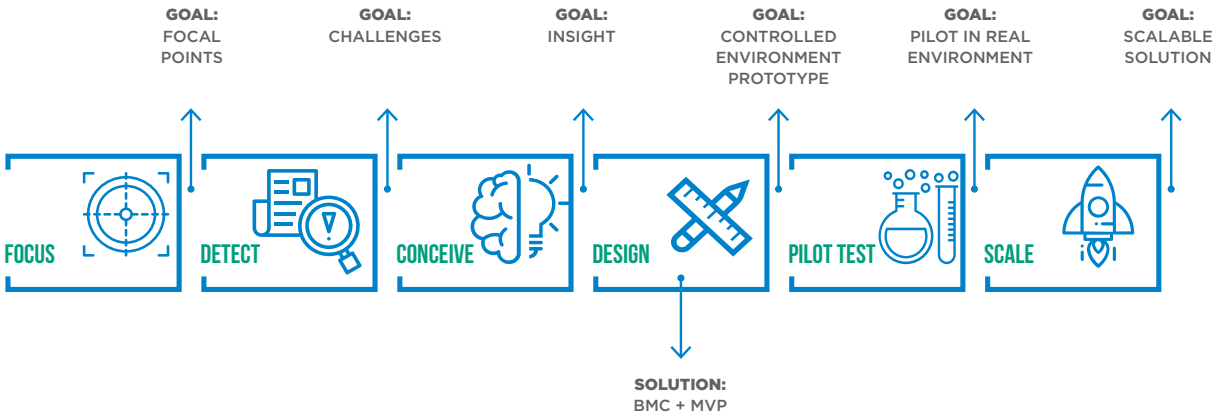
In 2020, progress was made in formalizing the group's innovation portfolio that contain innovative initiatives and projects in the last five years belonging to the 8 business units. This portfolio is currently comprised of 91 projects and initiatives that are in different stages of innovation, conception, design, pilot testing, and scaling. To be able to manage the risk and impact of these projects and initiatives and ensure a minimum of level of disruptive solutions, we classify them by type of innovation (incremental, adjacent, disruptive) and by innovation focus (industrialization, digitalization and sustainability). One of the main goals of this portfolio is to have a complete visibility of the projects under way in the different business units to be able to identify potential synergies and improve the group's productivity. Below is a visualization of a portfolio based on three innovation focal points and the type of innovation to which it pertains.

PORTFOLIO

EI GROUP INNOVATION PROJECTS IN 2020 (PILOTS AND SCALING)

	EIE	EIIC	EIII	EIMI	PILOTES	NEXXO	VSL		
INDUSTRIALIZATION	1 2 3 4 5	6 7	8 9 10		11		12	1. Digital Geometric Control 2. Prefabricated Perimeter Walls 3. Prefabricated PPVC Barbecue Areas 4. PPVC Multiple-use Room 5. Prefabricated Dividing Walls 6. Prefabricated Dividing Walls for the Subway 7. Shotcrete Robot 8. Prefabricated Bathrooms 9. Modular Kitchens 10. Modular Closets 11. Project Shotcrete Robot 12. Structure Segmentation	P P P P P P S P P P S S
DIGITALIZATION	1 2 3		4	5		6		1. Daily Talk and Digital JSA 2. Digital Waste Management 3. Concrete Maturity Sensor 4. E-commerce locker 5. Warehouse Modernization – Digital Delivery 6. Digitalization of Maintenance Contracts and Online Control	P P P P S D
SUSTAINABILITY			1 2 3					1. Waste Management 2. Carbon Footprint Measurement 3. Electromobility	P P S

D DESIGN P PILOT S SCALING



INNOVATION STRATEGY AND MANAGEMENT SYSTEM

INTERNAL MANAGEMENT OF THE BUSINESS

We worked in 2020 on formally deepening the innovation management system as the Echeverría Izquierdo Group in order to implant and accelerate innovation management within the group and to validate and renovate the transversal innovation policy throughout the organization. Lastly, but not least important, Innovation Week was held to give innovation meaning throughout the organization.

An innovation method (internal and external) was designed in the first quarter of 2020 to be a key pillar in the EISA Group innovation strategy. It was given the name of Innovation Management System (SGI) of the EI Group. The internal innovation model was designed to systematize, articulate and guide attaining the innovation goals. The external model promotes a bond with the ecosystem that aims to incentivize, accelerate and formalize R + D + I + e of the EI group with the environment.

The SGI is based on, and instrumentalized through, the group's innovation policy where the general goal is to disclose and set down the innovation directives of the Echeverría Izquierdo Group and ensure that the entire company innovates as part of its daily work (governance, innovation focal points, prioritized challenges, method, internal and external innovation models, among other strategic definitions).

As mentioned earlier, in order to reinforce an innovation culture, Innovation Week was held in June to set down the terms for the purpose of the Echeverría Izquierdo Group in which more than 150 leaders from the 8 business units participated. Our strengths were explained and recognized in this week, we learned from past mistakes and experience, and we inspired ourselves to build collaboratively the company that we want for the coming years. Within the innovation model we have already made the innovation focal points official, as well as the next steps required to face the innovation challenges that were worked on from a group viewpoint with a focus on each business, group synergy and the adoption of opportunities and industry trends. Work was done with each business in the stage of detecting from the innovation process through accepted problem workshops to define the challenges that will guide the business unit innovation portfolio. As a group, EI has 123 innovation challenges, 41 of which have been prioritized according to the nature of the business and market trends. The detection stages ends with the definition of innovation challenges, to then move on to preparing initiatives for each innovation challenge in the conception stage.

2020 was a year of innovation consolidation where the corporate innovation structure became official. As part of innovation governance to ensure a systematic management of innovation in business units and on a corporate level, innovation leader roles were assigned in each business unit and the corporate innovation area was created that contributes to the method, accompanies the business unit, and fosters a pro-innovation culture that identifies internal intra-entrepreneurial teams to obtain high-impact results for the Group and/or business unit. Moreover, as is common in the Echeverría Izquierdo group, innovation is promoted and its culture is cultivated through different activities. Of note in those activities is the Innovation Training Plan from which 52 collaborators graduated, who acquired innovation capacities. This was done by the People Area, in addition to innovation in conjunction with Innspiral. The method involved both theory and practice in order to impart knowledge, skills and attitude for people to be capable of mobilizing us toward an innovative culture.

TRANSVERSAL INNOVATION–FACILITATING INITIATIVES (INTERNAL AND EXTERNAL)

Several key initiatives were implemented in order to continue moving forward with innovation and the digital transformation that instilled key capacities within the organization.

In the context of open innovation, the EI Group was constantly working on creating instances of collaboration with start-ups. Since 2018, we have been presiding over Build by Innovating, a construction corporate venture community, that currently consists of 7 companies in the business and was created and developed with the support of the CChC. They work on the common goal of linking innovating solutions, ideas and proposals with the challenges posed by construction to make it more sustainable, productive and efficient, while at the same time enabling us to manage in coordination with other relevant players in the industry.

In 2020, the digital transformation challenge begun in 2019 continued through the Change Adoption and Change Agent Plan. The objective is to instill capacities created by the Adoption Plan, associated with the processes to be improved, in people who use the tools (technology), in particular in the day-to-day users. The goal of this plan was to explain the technological tools that we have and provide training in them through KU/Champion/Transformers to empower all teams and improve their productivity through the use of these tools. A training plan will begin in 2021 to strengthen the work of the entire organization, focused on functional roles and building of the initiatives portfolio. The EI Group is also handling the digitalization gaps in the construction industry by promoting and leading digital transformation projects, addressed in a portfolio of 31 defined initiatives and a process team appointed to progress at a corporate level in direct relation to the Business Units.

In 2020, the data and analytics governance project was kicked off to capitalize the investigation in digitalization consistent with the digital transformation strategy. The purpose was to transform data into an asset so as to be at the vanguard of technological solutions. We currently have a data committee, a data warehouse in the cloud, and a data policy that defines roles and functions. This data governance is intended to administrate the data as an organizational asset and provide a framework with principles, polices, processes, metrics, and oversight to ensure the integrity, consistency, confidentiality, quality and regulatory compliance of the information assets, a common understanding of the data, official sources of information, a guarantee of the security, privacy, and effective use of data.

It is common knowledge that the BIM tool is key to facilitating digitalization of construction. This method is known inside the EI group and work was done in 2020 on deepening the BIM method in projects of the Echeverría Izquierdo property development company in the general goal of reinforcing collaborative work through systematization of the method and digitalization of the process with the latest tools available in BIM design, BIM construction and BIM 360.

OUTSTANDING INITIATIVES IN 2020

There are many innovation initiatives that are in different stages of the innovation process. Below are some examples of internal and external innovation that we undertook in 2020:

NAME OF THE INITIATIVE	DESCRIPTION	MAIN RESULTS AND ACHIEVEMENTS	DO OTHER (EXTERNAL) ORGANIZATIONS PARTICIPATE?
ELECTROMOBILITY (EIII) FOCAL POINT: SUSTAINABILITY	This project was promoted because of the need to design projects that incorporate electromobility from the start, to be able to offer a competitive price and provide a value that sets us apart from the competition. 1 or 2 visitor parking stalls will be set aside in property development projects for electric cars to charge.	Some of the outstanding achievements are providing future owners with the possibility of choosing to buy an electric car and not worrying about where they can charge it. Another achievement is offering a safe and reliable solution to owners for the charging of their hybrid or electrical vehicles.	A strategic alliance was made with COPEC that was finalized in 2020. It involves integrating smart chargers that owners of electric cars can pay for through COPEC's Click and Pay APP and thereby facilitate the traceability and collection for charger use.

NAME OF THE INITIATIVE	DESCRIPTION	MAIN RESULTS AND ACHIEVEMENTS	DO OTHER (EXTERNAL) ORGANIZATIONS PARTICIPATE?
E-COMMERCE LOCKERS (EIII) FOCAL POINT: DIGITALIZATION	This project arose from the need to release management and building administrators from the task of keeping items they receive every day from residents. This practice has become more acute during the pandemic given the tendency to make online purchases.	All the work done in 2020 will lead to the pilot phase of this project beginning in 2021 in the Humana Property Development. It is a marvelous achievement since we are talking about an adjacent innovation that is being pilot-tested in less than one year.	

NAME OF THE INITIATIVE	DESCRIPTION	MAIN RESULTS AND ACHIEVEMENTS	DO OTHER (EXTERNAL) ORGANIZATIONS PARTICIPATE?
MODERNIZATION OF WAREHOUSES (EIMI) FOCAL POINT: DIGITALIZATION	This project was led by Marcos Veloso (Logistics Head), who found that there was a poor use of different resources in the way inputs were delivered to the warehouse (which was being done traditionally using paper waybills). The purpose of this project was to make a request for inputs using a digital voucher that, thanks to a unique code, creates the consumption (inputs) or charge (tools), automatically deducts it from the digital inventory, and uploads it to the cost control software.	This eliminates the time lost by employees in warehouse lines. It minimizes the time spent by warehouse employees. It reduces errors due to manual input. It improves the control of inventory and the tracking of inputs.	

NAME OF THE INITIATIVE	DESCRIPTION	MAIN RESULTS AND ACHIEVEMENTS	DO OTHER (EXTERNAL) ORGANIZATIONS PARTICIPATE?
DIGITALIZATION OF PROJECT PROCESSES (EIE) FOCAL POINT: DIGITALIZATION	Builder is a web platform used to control work management. It is based specifically on the possibility of creating an integrated control of employees, planning, production, costs and the last planner in each of the projects. 13 projects currently use this system for the following functionalities: • Digital attendance control • Project productivity control • Digital geometric control	This platform has led to significant improvements in productivity, efficiency and planning. Processes have been digitalized and timely information is available for decision-making.	Builder. It is a start-up in the first round of "Build by Innovating."

NAME OF THE INITIATIVE	DESCRIPTION	MAIN RESULTS AND ACHIEVEMENTS	DO OTHER (EXTERNAL) ORGANIZATIONS PARTICIPATE?
CONSTRUCTION SYSTEM OF STRUCTURE SEGMENTATION: FOUNDATIONS WITH A LARGE CONCRETE MASS (VSL) FOCAL POINT: INDUSTRALIZATION 	VSL is a pioneer on the Chilean market in the segmentation of large structures. These structures are prefabricated outside of the industry and later assembled in a project using cranes and post-tensioning. This disruptive innovation, which is moving on to a scaling stage, has strongly positioned VSL on the market. It is a solution that offers a great flexibility for manufacturing and execution.	The main result is that once the post-tensioning is complete, the structure is immediately ready for use. Other advantages are: • Reduction in onsite M-Hs. • Low accident rates. • Almost no waste and, therefore, better order and cleanliness at projects. • Reduction in indirect costs and work times.	Builder. It is a start-up in the first round of "Build by Innovating."

NAME OF THE INITIATIVE	DESCRIPTION	MAIN RESULTS AND ACHIEVEMENTS	DO OTHER (EXTERNAL) ORGANIZATIONS PARTICIPATE?
PPVC PREFABRICATED BARBECUE AREAS (EIE) FOCAL POINT: INDUSTRIALIZATION 	This project arose from the goal of reducing execution times and manpower and improving the cost of reworking and delivery. A pilot was tested in 2020 at the Vicente Huidobro Project. This is a big step toward leaving behind onsite construction and progressing towards in-factory construction, ideally using lean, automated and robotic processes.	This is the first initiative proposed and implemented by a project without any type of incentive. It has revealed that we are well on the road to an innovation culture and it is a great example and motivation for the other business units.	

NAME OF THE INITIATIVE	DESCRIPTION		MAIN RESULTS AND ACHIEVEMENTS	DO OTHER (EXTERNAL) ORGANIZATIONS PARTICIPATE?
PROJECT SHOTCRETE WORK (PILOTES) FOCAL POINT: INDUSTRIALIZATION	El Teniente Project		Greater safety for our workers and robotization of manual labor.	

RESULTS

We measure our projects by the Constructability Index, which shows whether the contractor has performed well in adopting construction methods and technologies that save on manpower in their projects. The higher the number, the better the performance.

CONSTRUCTABILITY SCORE INDEX

	2018 (BASE OF 100, CODE 2015)	2019 (BASE OF 110, CODE 2017)	2020 (BASE OF 110, CODE 2017)
A traditional project in Chile	22	22	22
Singapore average (minimum score to receive a building permit for residential projects larger than 25,000 m2)	88	88	88
First project developed with initiatives and industrialization	65	65	65
Highest constructability score earned in an EI project	68 (Fernández Albano)	75 (Victorino)	76 (Irarrázaval)

TYPE OF INNOVATION	HISTORIC	2020
Incremental Innovation: Optimization of an existing business model in which existing technical competencies are used, there is continuing improvement, and it is very close to the main business.	68% (61)	63% (22)
Adjacent Innovation: An expansion of the existing business to new markets, products or services.	22% (20)	23% (8)
Disruptive Innovation: Development of new capacities to be able to create solutions on inexistent markets.	10% (9)	14% (5)
	100% (90)	100% (35)

COLLABORATION

We understand that if we want to generate change and transformation in the industry, we have to start by leading and driving instances for changes to happen.

- **CI:** We are leading the first construction corporate venturing community where we aim, by open innovation, to find technological knowledge that is not in our lines and be able to leverage ourselves through start-ups.
- **CCI:** We are participants in the foundation of an industrialized construction council and we have presided the committee since 2017.

SOME STARTUPS WITH WHICH WE WORK

BUILDER from construye
woken
SIDCODX
Portal Bancario
odd industries

RELATIONS WITH CIVIL SOCIETY

RELATIONS WITH CIVIL SOCIETY

Our company has defined a policy of making donations to civil society institutions totaling 1% of the company's profits. The amount of donations and the institutions to which they are made are determined annually, under approval of the company board of directors. Preference is given to donating to institutions helping at-risk groups and to trade associations or think tanks dedicated to matters of public interest.

The largest contributions made in 2020 were to the Center for Public Studies (CEP), Christ's Home and the Roses Foundation, to which KCLP$14,390, KCLP$8,000 and KCLP$6,907 were respectively donated. We declare that our company does not give funding or donations to political campaigns or associations. Donations made to trade associations and think tanks were: KCLP$3,453 to the Social Union of Christian Entrepreneurs and KCLP$14,390 to the Center for Public Studies. A total of KCLP$33,088 was donated to charities.

OUTSTANDING PROJECTS

PRIMARY CRUSHER, OVERLAND CONVEYOR, STOCKPILE, LIME PLANT AND RECLAIM TUNNELS – TECK / QUEBRADA BLANCA, CHILE

Tarapacá, Chile.

Quebrada Blanca is an open pit mine located in the First Region, at an elevation of 4,400 meters above sea level. The Primary Crusher, Overland Conveyor, Stockpile and Reclaim Tunnels project is comprised of a 60" x 110" Primary Crusher (one of the largest in the world), 1,500 meters of 72" overland conveyor, a storage dome, two reclaim tunnels and their conveyor belts to mills, and a lime plant. The scope of the work encompasses the fields of civil works, structural works, mechanical works, piping, electricity, and instrumentation.

ECHEVERRIA IZQUIERDO
Montajes Industriales

ELECTROMECHANICAL INSTALLATION OF RECOVERY BOILER, POWER BOILER, CAUSTICIZING AREA AND LIME KILN (MAPA PROJECT) – CELULOSA ARAUCO Y CONSTITUCIÓN.

Arauco Horcones Plant, Chile.

Arauco is building the Arauco Plant Modernization and Expansion project (MAPA) that consists of a third pulp production line (L3) with the capacity to produce 1.5 Mtons/year of pulp. The scope of the work encompasses civil and mechanical works, piping, electricity and instrumentation of the recovery boiler, power boiler, demineralized water plant, air compressors, fuel, causticizing area and lime kilns. This major project employed around 5,500 people at the start of 2021.

ECHEVERRIA IZQUIERDO
Montajes Industriales

ELECTROMECHANICAL ASSEMBLY OF TURBOGENERATORS (MAPA PROJECT) – CELULOSA ARAUCO Y CONSTITUCIÓN.

Arauco Horcones Plant, Chile.

EIMISA is assembling the TG7-140 MW back-pressure turbogenerator and the TG-8 170 MW condensation turbogenerator in the MAPA project. The scope of work encompasses civil works, structures, mechanics, piping, electricity and instrumentation.

ECHEVERRIA IZQUIERDO
Montajes Industriales

ELECTROMECHANICAL INSTALLATION OF RECOVERY BOILER IN ELECTROSTATIC PRECIPITATOR UPGRADE PROJECT – CELULOSA ARAUCO Y CONSTITUCIÓN.

Valdivia Plant, Chile.

As part of a set of environmental improvements , Arauco decided to make changes to three existing precipitators by adding a fourth one that will operate in parallel with the other three. It also is making improvements to the ash management system in the zone of the actual precipitators. The scope of the work encompasses civil and mechanical works, piping, electricity, and instrumentation, among others.

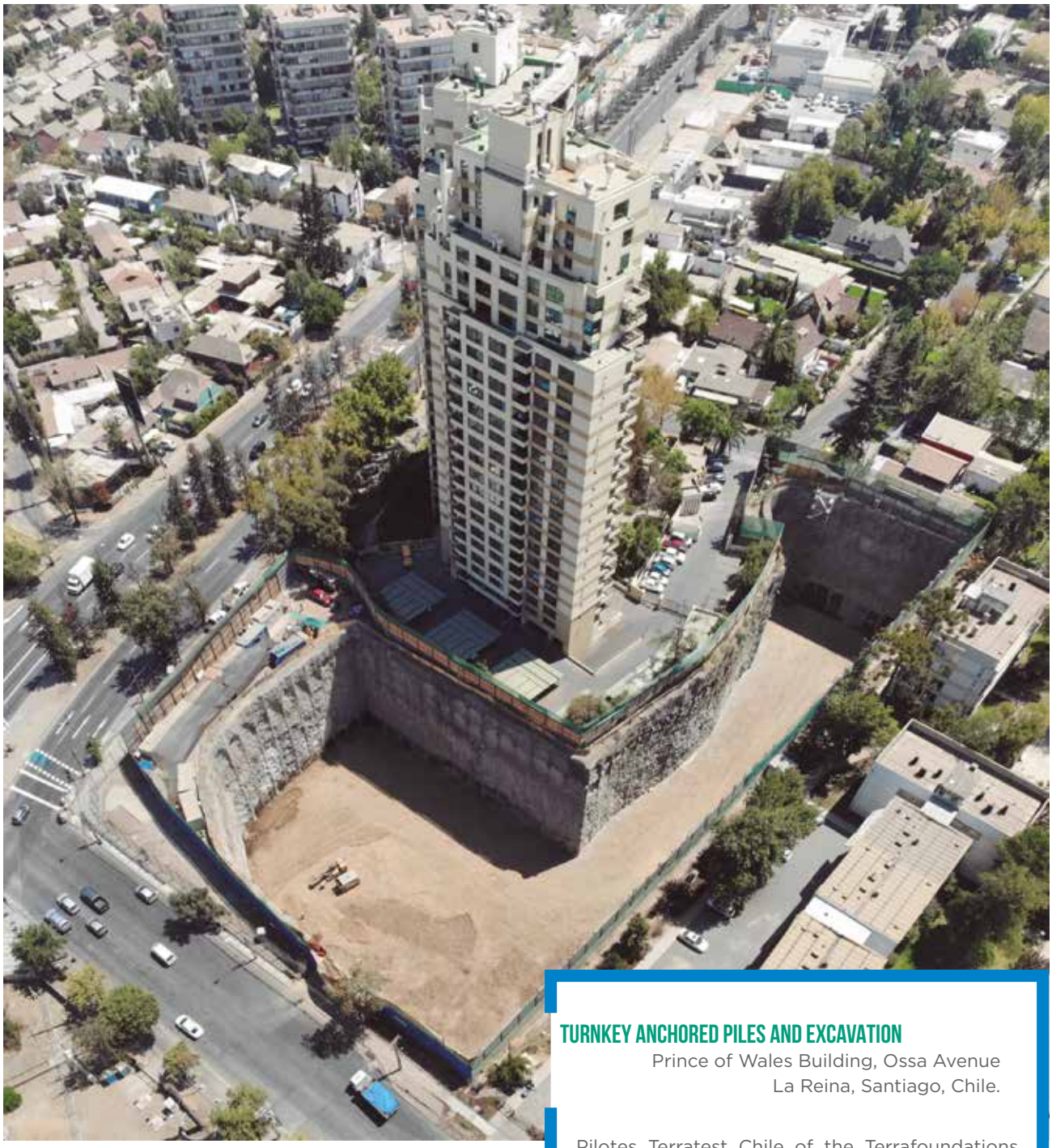
ECHEVERRIA IZQUIERDO
Montajes Industriales

CIVIL WORKS AND ELECTROMECHANICAL INSTALLATION OF THE EFFLUENT PLANT EXPANSION PROJECT – CMPC

Laja, Chile.

The project involves improving the quality of the effluent from the Laja Plant by modifying some existing areas and adding new equipment. Among the main works are the construction of a new secondary clarifier, a new activated sludge reactor, a new effluent cooling tower, and the installation of the electrical equipment in the new electrical room. The scope of the work encompasses the civil, mechanical, piping, electricity, and instrumentation specialties.

ECHEVERRIA IZQUIERDO
Montajes Industriales



TURNKEY ANCHORED PILES AND EXCAVATION

Prince of Wales Building, Ossa Avenue
La Reina, Santiago, Chile.

Pilotes Terratest Chile of the Terrafoundations Group completed the turnkey service for the excavation and bracing of the Prince of Wales building project on Ossa Avenue in the Municipality of La Reina, Santiago. 124 sleeved piles with a diameter of 1,000 mm and a length of as much as 24 meters were installed, as well as 8,000 linear meters of post-tensioned anchors. 140,000 m^3 of soil were excavated in an area of approximately 5,600 m^2.

PILOTES TERRATEST
TERRA FOUNDATIONS

SOIL IMPROVEMENT AND GRAVEL COLUMNS FOR THE ALENA WIND FARM

Los Angeles, Biobio Region, Chile.

Pilotes Terratest Chile of the Terrafoundations Group improved the soil using Gravel Columns for the foundations of the aerogenerators comprising the Alena Wind Farm. The wind farm will produce 84 MW of energy, equal to lighting 120,000 homes, and it will avoid the emission of 114,000 tons of CO_2 per year. This wind farm is part of the Andes Renovables platform, one of the largest wind and solar power platforms in Latin America, and it involves a total investment of 1.8 billion dollars and the construction of 10 wind farms and solar power plants distributed between the Regions of Antofagasta and The Lakes.

The diameter of the gravel columns is 80 cm and they were installed to a depth of 9.5 meters using a vibrosubstitution system that requires a vibrator especially equipped with a bottom feeder, operated by a crane that lowers it to the desired depth for the treatment.

PILOTES TERRATEST
TERRA FOUNDATIONS

ANCHORED PILE WALL FOR THE PORTAL OF THE TUNNEL TO THE NEW CHANCAY PORT TERMINAL

Lima, Peru.

Pilotes Terratest Peru of the Terrafoundations Group successfully completed the work for the portal of the tunnel to the New Chancay Port Terminal. It built a wall of piles anchored to the ground (outwash). The entrance to the future buried viaduct (tunnel) will be built on the lower base. This project is located in the department of Lima, 78 kms to the north of the Port of Callao.

This new megaproject in Peru consists of building an underground viaduct that will connect the zone of operations to the entrance to the multipurpose terminal complex. It will have an eight-lane road and an urban interchange at approximately km 80 of the North Pan-American Highway, which will require an investment of approximately 121 million dollars.

Once again, Pilotes Terratest Peru, as a subcontractor of CREC 10, is present in one of the most important projects in the country.

PILOTES TERRATEST
TERRA FOUNDATIONS

PAD SOUNDWALL FOR THE LOS HEROES UNDERPASS

Lima, Peru.

Pilotes Terratest Peru of the Terrafoundations Group is a subcontractor of the Vial VES Consortium. It began to build the soundwalls at the intersection of the Underpass at Los Heroes Avenue and San Juan Avenue in the San Juan de Miraflores District. These walls are 60 cm thick and an average of 10 m deep.

The project is part of the road and pedestrian infrastructure improvement of the Los Heroes Avenue – Pachacutec Avenue roadways. Once again, Pilotes Terratest Peru is participating in the most important infrastructure works in the country.

PILOTES TERRATEST
TERRA FOUNDATIONS

LA RESERVA ANTOFAGASTA

A DS 19 social integration project

Antofagasta, Chile.

La Reserva is the first DS19 social integration project of Echeverría Izquierdo Inmobiliaria. This project comprises 4 stages and will result in 1,000 apartments.

La Reserva forms part of the Altos La Chimba urban expansion plan. There is an excellent connectivity to the rest of the city as well as a civic center, health care centers, courts of justice, municipal and cultural centers that make a perfect place for family and community life.

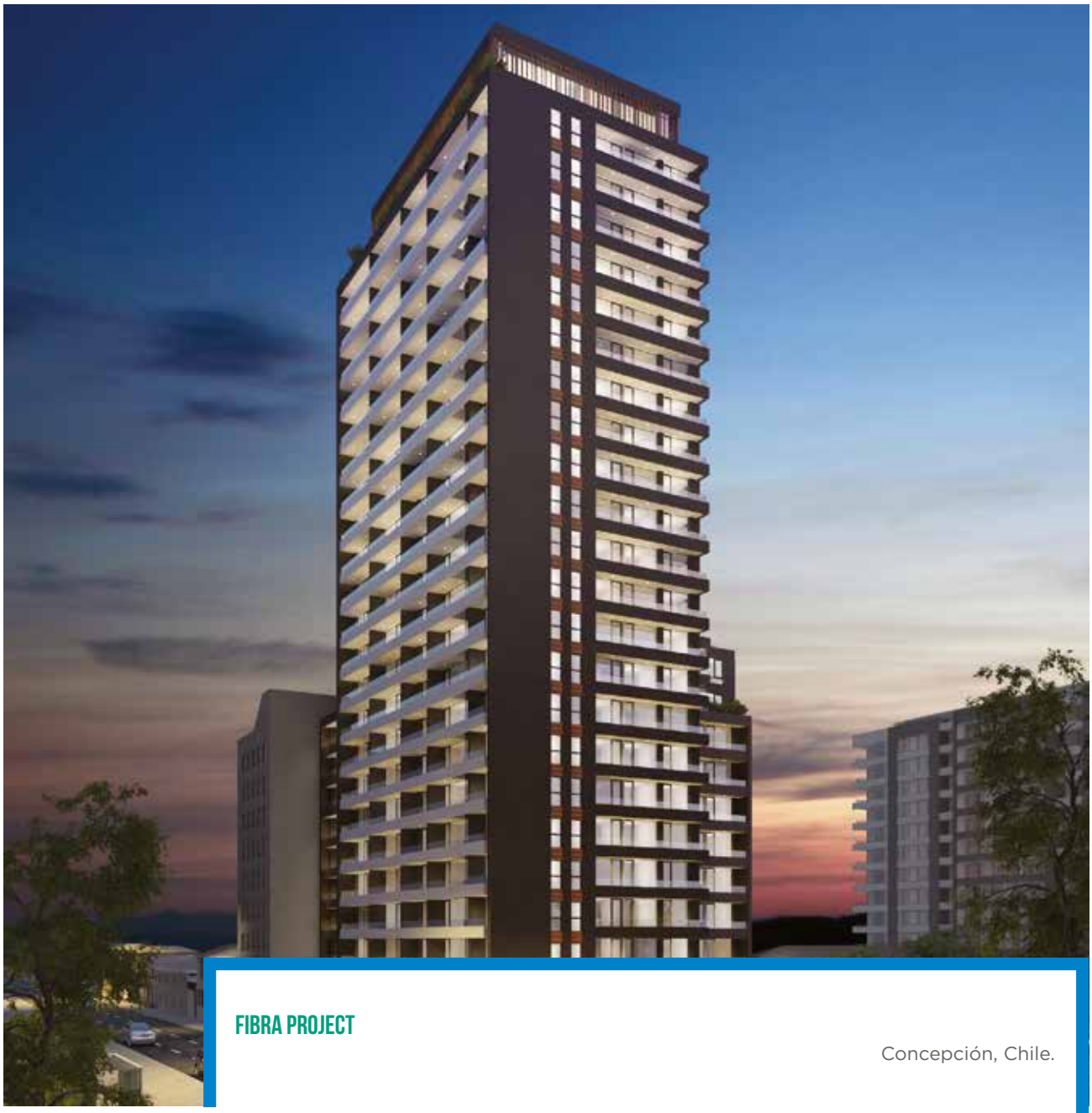
ECHEVERRIA IZQUIERDO
Inmobiliaria

LINE PROJECT

La florida,Santiago, Chile.

Line is located in the municipality of La Florida. It is an innovating housing proposal connected to several mobility solutions where location is as important as its modern architecture or quality of construction. In fact, the Rojas Magallanes Subway Station is just one block away. Line is a 10-floor building containing 161 apartments with either 1, 2 or 3 bedrooms and an optimal layout, equipped with energy-efficient systems and other innovations.

ECHEVERRIA IZQUIERDO
Inmobiliaria



FIBRA PROJECT

Concepción, Chile.

Located at Chacabuco 111, in Concepción, Fibra is a 24-floor building with 169 apartments that holds an energy efficiency rating and uses photovoltaic panels for self-power consumption. There are stores on the first floor, which optimizes the privileged location of the project. The architecture is unique of both the façade and of the design of its interiors, lounge, music room, barbecue area, laundry room, multiple-use room, combined with a panoramic view of the Bio-Bio River and Mt. Caracol. It is one of the most comprehensive projects in the region.

FAM PROJECT

La Cisterna, Santiago, Chile.

Located in the municipality of La Cisterna, FAM is a family-oriented project that aims to provide quality space in the heart of a greatly accessible residential neighborhood. 167 apartments are distributed on 13 floors, and it has a furnished double-height entrance hall, gymnasium, multiple-use room that leads out to a garden, pool and green areas on the first floor. There is an upper terrace and panoramic barbecue area providing a unique space. This project also stands out for its energy efficiency as it holds an energy rating from Minviu, uses photovoltaic panels and has centralized hot water and heat pumps that will result in significant savings for users. All of this makes it a one-of-a-kind project in its segment.

ECHEVERRIA IZQUIERDO
Inmobiliaria

SIDE PROJECT

Lima, Peru.

Located in the downtown area of Jesús María, Side easily connects to the main financial, cultural and business centers in the city of Lima. The project entails 176 apartments on 20 floors and stands out in the market for being an eco-sustainable project. The main attributes of the project are My Green Home Certification (which qualifies for special-rate mortgage loans), a centralized hot water system, photovoltaic panels, one visitor parking stall with an electric charger, a roofed TV area, a terrace with a barbecue grill and theme rooms (Soccer box, Movie box, BBQ box, Lounge Bar Box).

AUDACITY PROJECT

Lima, Peru.

Audacity is a 36-floor building containing 342 apartments. As its name indicates, it is an audacious project located along Avenida Javier Prado in the La Victoria district. With a privileged size and views, the project stands out for its urban DNA, with excellent access to centers of interest in Lima. It holds My Green Home certification (which qualifies for special-rate mortgage loans), has a centralized hot water system, 180° lookout between the 26th and 27th floors, 2 visitor parking spaces with electric car chargers, 77 bicycle stands and stores on the first floor.

senda
Inmobiliaria

VEMIÁ PROJECT

Lima, Peru.

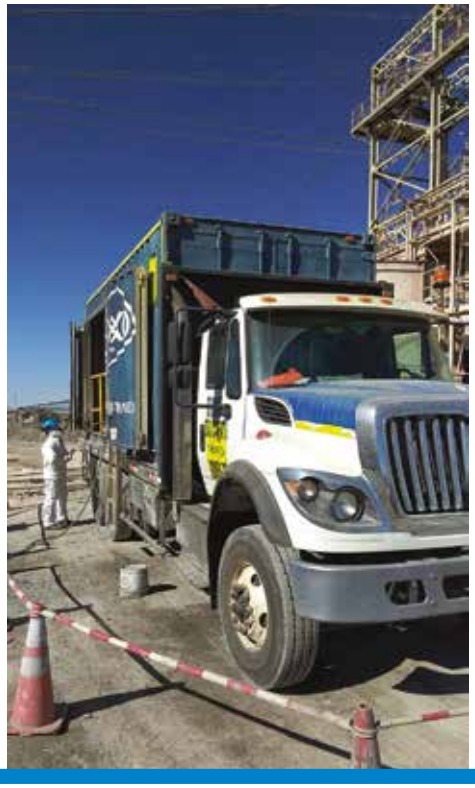
This project entails two similar buildings, one with 37 apartments and the other with 32 apartments, distributed on 5 floors. The project is located in the Surco District, near large avenues and surrounded by a low-density residential neighborhood.

senda
Inmobiliaria

CONSERVATION AND MAINTENANCE OF INDUSTRIAL FACILITIES

ENAP Magallanes

This is a 48-month service contract under which corrective and preventive maintenance will be performed on equipment like separators, heaters, reboilers, testing units and tanks. Maintenance will also be performed on fluid transport lines, central flow facilities and compressor stations.



INDUSTRIAL CLEANING AND OPERATING MAINTENANCE

CODELCO, Salvador Division.

This is a 36-month contract for industrial cleaning and industrial cleaning maintenance for the Refinery Smelting Division and Plant Division. The plant area includes the primary crushing, secondary crushing, milling, recovery of balls from the floors, flotation industrial cleaning, cleaning of the water plant, lime plant, molybdenum plant, filter plant, hydrometallurgical plant, secondary and tertiary crushers, binders, and high-pressure water cleaning. The cleaning of the smelter and refinery includes the belts, chutes and transfers, industrial cleaning of truck bodies, of the dryer and of the crane blowers, industrial cleaning of the polish and plate preparation area, the shipment yard, the refinery basement and industrial cleaning in general.

INDUSTRIAL CLEANING SERVICE

Minera Zaldívar

This is a 36-month service contract for maintenance of the dry area and primary crusher of Compañía Minera Zaldivar, located in the foothills of the Region of Antofagasta. The purpose is to ensure operating continuity by a cleaning of equipment and facilities that includes manual cleaning of conveyor belts, removal of accumulated materials, chute discharges, vacuuming using a super sucker truck, sampling from belts as well as cleaning in confined spaces, at a height and with a hydrowasher.

REPLACEMENT OF REACTOR CATALYST AND INTERNAL COMPONENTS

Profertil

This contract entailed replacing the catalyst and the components of the ammonia synthesis reactor at the Profertil plant in Bahía Blanca, Argentina. It involved installing a new catalyst, which was done during the plant stop, and included assembling new pieces, making inspections, preparing the site for the catalyst and, lastly, assembling the basket and closing the reactor casing.

CONSTRUCTION OF CIVIL WORKS FOR SHAFTS, GALLERIES AND TUNNEL AT THE LO CRUZAT SUBWAY STATION

Segment B of the Line 3 Extension of the Santiago Subway System.

This is a 30-month project that involves building the civil works of Ventilation Shafts and Galleries and of Station Tunnels, Inter-Station Tunnels and the Lo Cruzat Station in the Extension of Line 3 of the Santiago Subway System in the Municipality of Quilicura.

ECHEVERRIA IZQUIERDO
Obras Civiles

CONSTRUCTION OF THE CIVIL WORKS FOR SHAFTS, GALLERIES, TUNNELS AND THE PLAZA QUILICURA SUBWAY STATION

Segment C of the Extension of Line 3 of the Santiago Subway System

This is a 42-month contract that entails building the civil works for ventilation shafts and galleries, station tunnels, inter-station tunnels and the Plaza Quilicura Station in the Extension of Line 3 of the Santiago Subway System in the municipality of Quilicura.

ECHEVERRIA IZQUIERDO
Obras Civiles

RECONSTRUCTION OF THE PLAZA MAIPU, LAS PARCELAS AND DEL SOL STATIONS

Line 5 of the Santiago Subway System.

This is a 42-month contract that entails the construction of the civil works for ventilation shafts and galleries, station tunnels, inter-station tunnels and the Plaza Quilicura Station of the Extension of Line 3 of the Santiago Subway System in the municipality of Quilicura.

ECHEVERRIA IZQUIERDO
Obras Civiles

TERRITORIA BUILDINGS

Santiago, Chile.

The Inmobiliaria Territoria Project consists of building 3 office towers of 20 floors, 21 floors and 22 floors, plus a commercial plaza, 9 common underground levels and a total of 140,000 built m2. The project is emplaced on land measuring 12,000 m2 between Avenida Apoquindo, El Bosque, Encomenderos and Roger de la Flor Streets. Territoria Apoquindo also has a connection to the subway system. This project is in the process of obtaining LEED Platinum Certification. Progress was approximately 80% as of March 2021.

ECHEVERRIA IZQUIERDO
Edificaciones

DEPARTAMENTAL BUILDING

Santiago – Chile.

This project involves a 17,000 m^2 tower with 19 floors, 4 underground levels and 200 apartments. It is owned by Inmobiliaria Araucana. As of March 2021, it was at elevation zero and stands out for the use of SidcoDx that measures, through a camera, the maturity of concrete and indicates the precise time when the forms can be removed. IA was used to identify the different stages of the building shell and progress in its construction was measured with a camera, which provided data for management control, thus alleviating the organizational structure of the project.

ZAÑARTU PROJECT

Santiago, Chile.

This project is comprised of two residential towers, each with 13 floors. There are total of 298 apartments and the towers are connected by a metal bridge where the building amenities are located. The project measures 20,900 built m², and it is located in Ñuñoa. It was honored as the best balanced densification construction project in the 2020 Urban Contribution Awards (PAU, in Spanish).

ECHEVERRIA IZQUIERDO
Edificaciones

INDEPENDENCIA BUILDING

Santiago - Chile.

This is a megaproject for revenue-generating residential rentals. It is located in the municipality of Independencia and is comprised of two 29-floor towers containing a total of 800 apartments. The principal is Inmobiliaria Ralei.

ECHEVERRIA IZQUIERDO
Edificaciones

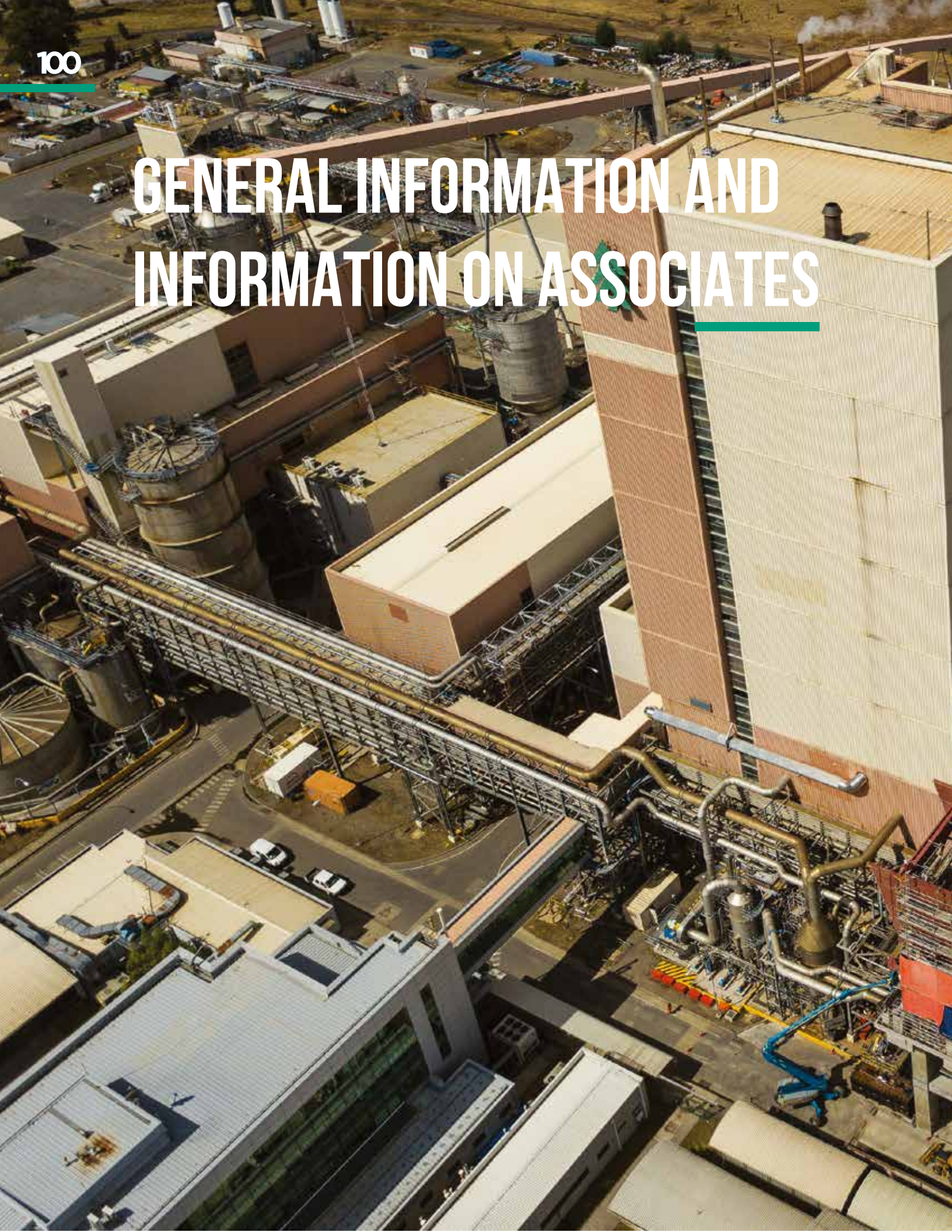
POST-TENSIONED SLABS IN THE APOQUINDO TERRITORIA PROJECT

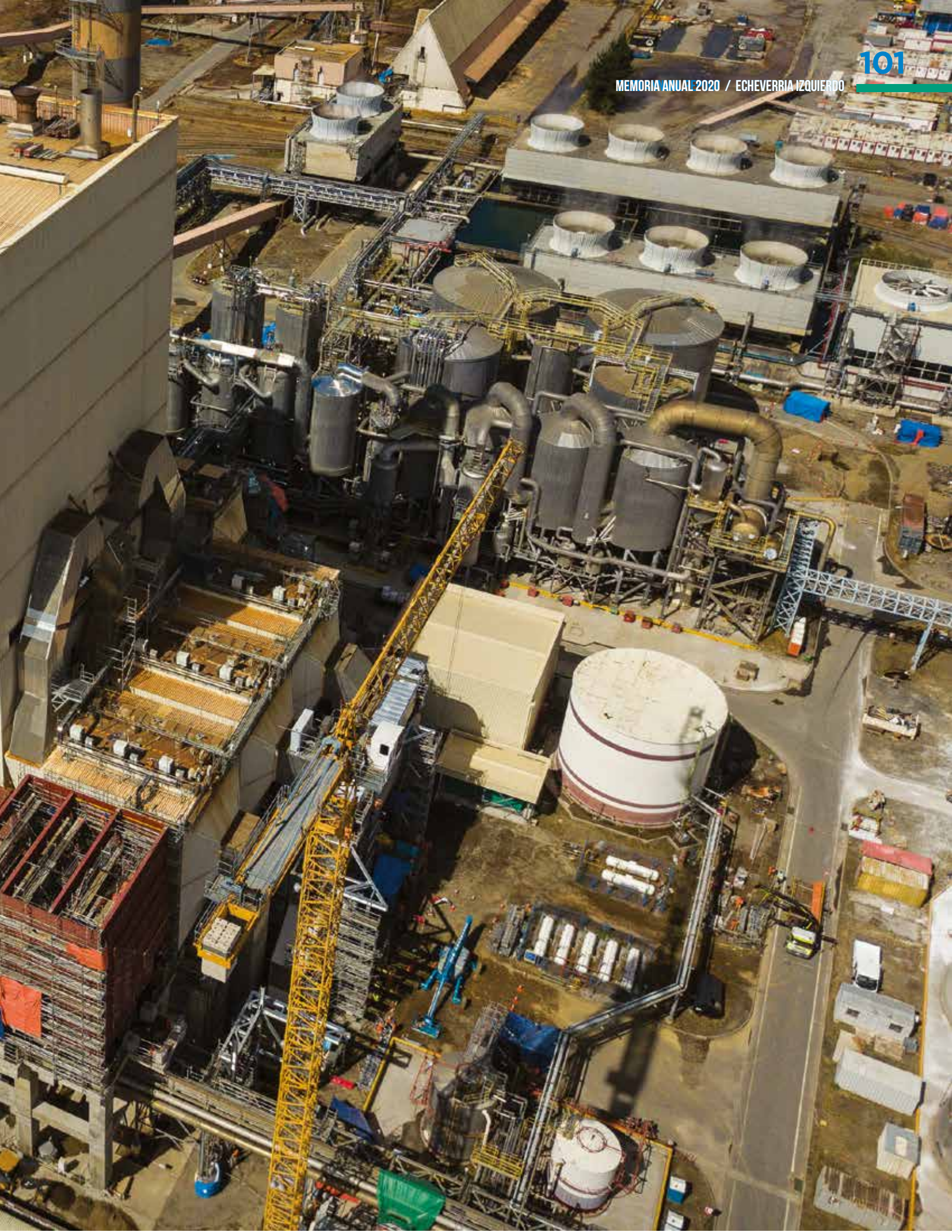
This project entails building 142,000 m² of VSL post-tensioned slabs. VSL is involved in the preparation of the engineering and the onsite installation, tensioning and injection of the systems. The main contractor is Echeverría Izquierdo.

POST-TENSIONED SEGMENTATION OF THE STOCKPILE WALL FOUNDATION AT THE QB2 MINING PROJECT

This project involves the post-tensioned segmentation of the foundation and wall of the stockpile at the Minera Quebrada Blanca Phase 2 project owned by Teck. VSL is doing the complete detailed engineering, the design of segments at the VSL pre-fabricated plant located in Alto Auspicio, the freight of pieces to the site, supervision of assembly and onsite installation of the tendon placement, tensioning and injection of the post-tensioning of the wall clamp. VSL Chile is a subcontractor of Echeverría Izquierdo Montajes Industriales S.A. in this project.

GENERAL INFORMATION AND INFORMATION ON ASSOCIATES





MATERIAL DISCLOSURES IN 2020

MARCH 26, 2020
FAVORABLE COURT DECISION

On March 26, 2020, a final ruling was rendered sustaining the claim filed by Echeverría Izquierdo Montajes Industriales S.A. and ordering that it be paid an indemnity totaling UF 190,564.68.

APRIL 9, 2020
DISCLOSURE OF CONVOCATION OF A REGULAR SHAREHOLDERS MEETING

At its meeting held April 9, 2020, the Board of Directors of Echeverría Izquierdo S.A. resolved to convene a regular shareholders meeting of the shareholders in Echeverría Izquierdo S.A. at 9:00 a.m. on April 27, 2020, to decide on matters inherent to regular shareholders meetings. The Board unanimously decided to propose payment of a final dividend of CLP$3,928,135,304 to the Regular Shareholders Meetings on account of profits in the fiscal year ending December 31, 2019. This dividend corresponds to CLP$6.5378 per share for the shares entitled to that dividend as of March 31, 2020.

APRIL 9, 2020
DISCLOSURE OF CONVOCATION OF A SPECIAL SHAREHOLDERS MEETING

At its meeting held April 9, 2020, the Board of Directors of Echeverría Izquierdo S.A. resolved to convene a Special Shareholders Meeting of the shareholders in Echeverría Izquierdo S.A. for April 27, 2020, after the Regular Shareholders Meeting. The purpose of the convocation was to submit a new treasury stock purchase plan to approval of the shareholders for 1,514,083 shares in order to establish a compensation and retention plan for the company's strategic officers.

APRIL 27, 2020
DISCLOSURE OF RESOLUTIONS OF THE REGULAR SHAREHOLDERS MEETING

The Regular Shareholders Meeting held April 27, 2020 approved payment of a final dividend totaling CLP$3,928,135,304 on account of profits from the fiscal year ending December 31, 2019, equal to 30% of those profits. This dividend corresponds to CLP$6.5378 per share for the shares entitled to that dividend as of March 31, 2020. This dividend was paid starting May 22, 2020.

APRIL 27, 2020
DISCLOSURE OF RESOLUTIONS OF SPECIAL SHAREHOLDERS MEETING

A new treasury stock purchase plan was approved by the Special Shareholders Meeting of the Company for 1,514,083 shares in order to set up a strategic officer compensation and retention plan in the company. The treasury stock purchase period began on April 28, 2020.

INVESTMENT POLICIES

The development and expansion plans of Echeverría Izquierdo in Chile and abroad are expected to be implemented under the following investment policies for each of its areas of business:

ENGINEERING AND CONSTRUCTION

In this area, the Company allocates its resources by procuring a normal replacement of its operating assets, which includes new facilities, machinery, equipment, and modernization to be able to increase and improve the quality of production. Along the same lines, it always maintains the option of inorganic growth (through domestic or foreign companies) that represents a strategic and/or profitable opportunity according to technical and economic criteria.

PROPERTY DEVELOPMENT

In this business unit, investments made by real estate companies in which the Company has an interest are oriented towards lands that will be used to develop future real estate projects, the purpose being to have the assets required to satisfy target markets.

FINANCE POLICY

The finance policy of Echeverría Izquierdo consists of internal cash generation and external financing to fund investments and working capital. This policy ensures that there is a financial structure that will minimize capital costs, periods, and indebtedness. This policy is guided by the following criteria in each of the business unit:

ENGINEERING AND CONSTRUCTION

In this business unit, the Company uses leasebacks or internal cash generation to invest in machinery and equipment. Construction of projects is financed in two stages: the first uses the client's advances to begin the contract work while in the second phase, the real progress is invoiced to the principal once a month until completing the entire contract price.

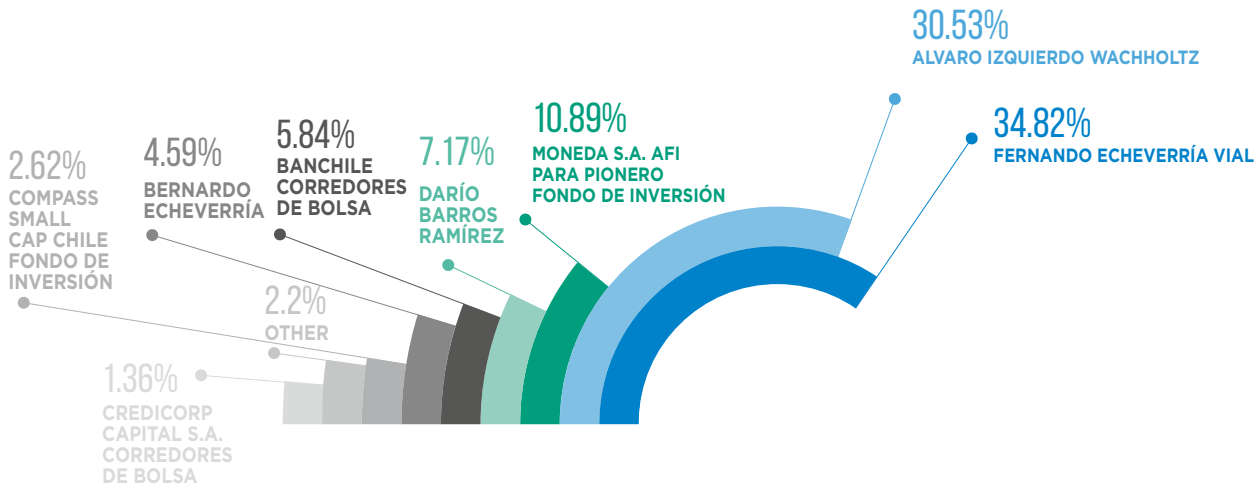
Whenever there are contracts that do not involve advances and, therefore, there is a relevant mismatching of outflows and inflows, the Company uses internal cash generation and working capital facilities to pay for such work.

PROPERTY DEVELOPMENT

In this business unit, Echeverría Izquierdo has a policy where the land for project development is funded with its own capital, in joint ventures with third parties, or through specific transactions with financial institutions. In the construction of projects, bank financing is used for the project and the land is mortgaged to the bank.

OWNERSHIP AND CONTROL

The Company has issued 605,364,800 shares in one series, subscribed, paid, and distributed among 44 shareholders as of December 31, 2020. There is no controlling individual or group. As of December 31, 2020, the main shareholders in Echeverría Izquierdo S.A. were:



OWNERSHIP

MAJORITY SHAREHOLDERS/MAIN SHAREHOLDERS	TAX I.D.	FERNANDO ECHEVERRÍA VIAL	ALVARO IZQUIERDO WACHHOLTZ	DARÍO BARROS RAMÍREZ	BERNARDO ECHEVERRÍA	MONEDA SA AFI PARA PIONERO FONDO DE INVERSION	BANCHILE CORREDORES DE BOLSA S A	COMPASS SMALL CAP CHILE FONDO DE INVERSION	CREDICORP CAPITAL S.A	BCI SMALL CAP CHILE FONDO DE INVERSION	BTG PACTUAL SMALL CAP CHILE FONDO DE INVERSION	OTHER	TREASURY STOCK	TOTAL	NUMBER OF SHARES
INMOBILIARIA E INVERSIONES VEGAS NEGRAS LIMITADA	78292690-K		30.289%											30.289%	183,358,126
INM. E INV. PERGUE LIMITADA	78292700-0	26.092%												26.092%	157,954,136
MONEDA SA AFI PARA PIONERO FONDO DE INVERSION	96684990-8					10.886%								10.886%	65,897,500
INVERSIONES LAGO KAMI DOS SPA	76166463-8	8.737%												8.737%	52,890,200
BANCHILE CORREDORES DE BOLSA S A	96571220-8						5.841%							5.841%	35,357,454
INVERSIONES BAIZ LIMITADA	76044530-4			4.518%										4.518%	27,352,100
INVERSIONES BAIZ DOS LIMITADA	76166434-4			2.647%										2.647%	16,025,499
COMPASS SMALL CAP CHILE FONDO DE INVERSION	96804330-7							2.622%						2.622%	15,870,088
INMOBILIARIA E INVERSIONES ABANICO LIMITADA	78292710-8				2.305%									2.305%	13,953,166
INVERSIONES CONFLUENCIA LIMITADA	76163198-5				2.285%									2.285%	13,834,855
CREDICORP CAPITAL SA CORREDORES DE BOLSA	96489000-5								1.356%					1.356%	8,205,852
BCI SMALL CAP CHILE FONDO DE INVERSION	76418822-5									0.768%				0.768%	4,651,557
BTG PACTUAL SMALL CAP CHILE FONDO DE INVERSION	96966250-7										0.449%			0.449%	2,716,125
ALVARO IZQUIERDO W.	6686307-7		0.237%											0.237%	1,436,324
BERNARDO ECHEVERRIA V.	6638550-7				0.002%									0.002%	12,492
Other												0.080%		0.080%	486,721
Treasury Stock													0.886%	0.886%	5,362,605
TOTAL		34.829%	30.526%	7.166%	4.592%	10.886%	5.841%	2.622%	1.356%	0.768%	0.449%	0.080%	0.886%	100.000%	605,364,800

AREAS OF BUSINESS AND SPECIALTIES

ECHEVERRÍA IZQUIERDO INMOBILIARIA E INVERSIONES

Echeverría Izquierdo Inmobiliaria was formally founded in 1996 and has become one of the most important lines of business in the group. Its first steps were exclusively as an investor in companies, but today the subsidiary has a team of around 100 people, counting collaborators in Chile and at its subsidiary Senda in Peru, and it directly manages most of the projects in which it is involved. Over the years, this company has improved its margins because it knows how to develop, manage and sell housing projects priced from UF 1,800 to UF 10,000, in addition to taking advantage of a vertical integration with other subsidiaries in the group, like Echeverría Izquierdo Edificaciones.

A healthy leveraging policy added to a rigorous study of markets and a strategy for project development in consolidated zones in the main cities in the region has enabled Echeverría Izquierdo Inmobiliaria to engage in the property industry with little exposure to market volatilities, successfully weathering the economic and social crises that the country has faced.

Some years ago Echeverría Izquierdo Inmobiliaria decided to use its own brand in projects in the middle-income residential market in Chile to take advantage of the positive attributes of quality, seriousness and prestige that the Echeverría Izquierdo seal has given to other subsidiaries for so many years. Moreover, participation in higher-income residential segments has been generally hedged by joint ventures with excellent results. Consequently, the company has consolidated a profitable business with high levels of reliability, innovation and quality standards.

At the same time, as part of its diversification policy, Echeverría Izquierdo Inmobiliaria also participates in office and commerce projects in the main markets in the country and through the consolidated operation in Lima where Senda, its subsidiary, has already delivered four residential buildings successfully to clients and has 5 other projects in different stages of development.

During 2019, the social integration housing area was formally created to develop residential projects under Executive Decree 19 of the Ministry of Housing and Urbanism. Work in this segment began formally in 2020 with the award of four lots by the Antofagasta Housing and Urbanism Service (SERVIU) for more than 1,000 apartments will be built in the La Chimba sector of that city.

Additionally, specific alternatives are under study for the income-generating building segment or multifamily projects both in Chile and in Peru, which means it would be engaged in practically all areas of the residential property business.

Finally, the results of the Innovation and Sustainability area launched in the company in 2017 have already yielded concrete results through interesting initiatives available in the apartments sold by the company, ranging from innovation in product designs to constructability, prefabrication, industrialization, energy efficiency, safety and universal access.

Since its creation, Echeverría Izquierdo Inmobiliaria has participated in more than 80 projects in diverse locations: downtown Santiago, La Florida, Ñuñoa, Macul, Recoleta, Independencia, La Cisterna, Las Condes, Providencia, Lo Barnechea, Antofagasta, Concepción, Viña del Mar and Lima; and it is now simultaneously involved in more than 25 projects.

MET PROJECT
LIMA - PERU.

ECHEVERRÍA IZQUIERDO MONTAJES INDUSTRIALES

Echeverría Izquierdo Montajes Industriales has a solid presence in the mining sector. In that sector, the company is positioned as one of the most relevant actors in the country. It also continues to be actively involved in the industrial installations area of the pulp and energy sectors.

The civil works and electromechanical assembly of copper, gold, lithium and iron mining projects stand out of the main works performed over time, as well as pulp plants, coal- and gas-fired power plants, LNG terminals, LPG tanks, a crystal plant, cement plant, flue gas desulfurization (FGD) plants and the maintenance of power plants.

Some of the most relevant projects that Echeverría Izquierdo Montajes Industriales has built lately in Chile are the civil and electromechanical works for the upgrade of the electrostatic precipitators of the recovery boiler at the Valdivia Plant and Horcones Plant of Celulosa Arauco as well as the civil works and electromechanical assembly of the expansion of the effluent plant at the Laja Plant of CMPC. In the mining sector, it has engaged in the construction and assembly of the anode furnace smoke opacity reduction project (ROHHA), the fluidized bed drying plant No. 2 and tailings management, in addition to complementary works under Executive Decree No. 28, all for the El Teniente Division of Codelco.

At this time the company is building the most emblematic project in its history: the civil works and electromechanical assembly of the recovery boiler, demineralized water plant, air compressors, causticizing area and lime kiln of the MAPA project of Celulosa Arauco y Constitución. It is also doing the electromechanical assembly of two high-power turbogenerators for this project. In mining, it is continuing with the Quebrada Blanca 2 Project for Teck, which entails the civil works and electromechanical assembly of the primary crusher, overland belts, stockpile, lime plant and reclaim tunnels.

Internationally, Echeverría Izquierdo Montajes Industriales has built the causticizing area, lime kiln, lumber yard, and water catchment plant for El Suzano, a pulp company in the north of Brazil, and it has assembled two turbogenerators, one for 80 and the other for 90 Mw. It has also installed the causticizing area and lime kiln for CMPC Guaiba, a pulp company in Porto Alegre. In Peru, of note is the construction of the Siemens 200 Mw Chilca simple cycle power plant in Lima, the assembly of the simple cycle 700 Mw power plant in Mollendo for Posco, a Korean company, and the assembly of a simple cycle 700 Mw power plant in the locality of Ilo.

Finally, it is with great pride that we underscore that the company continues to maintain safety standards of excellence. In recent years, it has been consecutively honored with 6 stars by the Chilean Chamber of Construction. This special recognition is the result of continuing to have indicators of excellence in Risk Prevention in recent years in the terms established by the CCHC. This demonstrates that the company shows special concern for the integrity of its workers.

CIVIL WORKS AND ELECTROMECHANICAL INSTALLATION OF ACID PLANTS 3 AND 4
CHUIQCAMATA, CODELCO., CALAMA – CHILE.

ECHEVERRÍA IZQUIERDO SOLUCIONES INDUSTRIALES

Echeverría Izquierdo Soluciones Industriales has positioned itself as a recognized leader in the development of EPC projects in response to the need of its clients to limit their projects in terms of cost, time and performance. Echeverría Izquierdo Soluciones Industriales has therefore become an attractive alternative for mining projects (in particular large-scale projects for the lithium and copper industries), and for energy, pulp, petrochemical and industrial processing projects in general.

LIME SLURRY PLANT FOR CODELCO
MINISTER HALES OPERATION, CHILE.

ECHEVERRÍA IZQUIERDO EDIFICACIONES

Echeverría Izquierdo Edificaciones is an EISA subsidiary whose mission is to build construction projects, either in the office, housing or infrastructure sectors. El Edificaciones is a leader in the office sector, and is known for the construction of buildings of this type in Downtown Santiago, El Golf, New Las Condes and Apoquindo Avenue.

Its vast experience and the high standards achieved in its work have also enabled it to develop more complex projects, such as shopping centers, hotels, underground parking lots, universities, theaters, clinics, hospitals and airports, to name a few. This important progress has been possible thanks to the collaboration of a cohesive team and quality solutions that amply exceed our clients' expectations. Today, the company holds ISO 9001 and ISO 45001 certification, reflecting the emphasis on the operational quality of projects and care for the safety and health of its workers.

The focus of Echeverría Izquierdo Edificaciones is on the customer, in the aim of meeting their expectations and delivering projects with a high standard of quality. That focus and continuing improvement have resulted in long-term relations with the most important property developers in the industry, and it has even become involved early on in projects to contribute its experience in optimizing and limited the risks of variations in costs and deadlines.

One of the major competencies of Echeverría Izquierdo Edificaciones is its focus on productivity. It has the innovation gene and is, consequently, a pioneer in industrialized solutions like prefabricated bathrooms, prefabricated, modular furniture and prefabricated building shells. We are in the midst of a digital transformation and the automation of processes that use BIM so as to increase our productivity and competitiveness. We are known for having systematized the know-how of project optimization through a constructability index. This means that the project design can be evaluated for efficiency in the construction stage, which gives us a structure to look for optimization and thus work early on collaboratively with the different customers.

Finally, the safety vision of Echeverría Izquierdo Edificaciones is grounded on an appreciation for the life and integrity of its collaborators. Of note in this vision is the development of leadership skills in the managerial staff, the incorporation of safety to construction through planning, the integration of subcontractors as strategic partners, and the creation of an organizational setting that fosters changes in our workers' conduct. We have received diverse honors from the Chilean Chamber of Construction.

THE BUILDING AT APOQUINDO 5858
SANTIAGO – CHILE

TERRAFOUNDATIONS

Terrafoundations is a part of the Echeverría Izquierdo Group. It engages mainly in applied geotechnics, and it is highly diversified, handling a large part of the range of specialized excavation, drilling and land treatment systems now existing. Its capacity and commitment to provide integral solutions have made it a leader in the business, holding an approximately 40% market share. It is the largest and most well-known specialist in geotechnics in the markets where it does business.

Its strategy aims to service the entire special foundations and land treatment market in Chile and neighboring countries like Peru and Bolivia in the role of a highly specialized collaborator that has a proven ability for the integration of new technologies, know-how and continuing growth.

Since 2017, Pilotes Terratest S.A. has been a member of the Terra Foundations Group together with Latin American subsidiaries in Peru and Bolivia. This business group fosters know-how exchange and technology innovation in the region to offer its clients the best solutions in the field of applied geotechnics.

PILES IN THE TALARA REFINERY PROJECT
TALARA – PERU

POST-TENSIONING

VSL Sistemas Especiales de Construcción S.A. has been a member of the domestic market for 33 years and close to 70 years on the international market. It is continuing its growth and positioning in the mining world and is becoming a major line of business that accompanies Building Post-Tensioning, Civil Works Post-Tensioning, Heavy Lifting & Handling Projects, VSoL mechanically stabilized walls and structural reconditioning.

As its world corporate message says, "Sharing Innovation," its innovative developments, solutions and products in mining and industry in generally currently represent major challenges that are helping to revolutionize industries in regard to project completion times, reductions in owners' indirect costs and, why not, better managing all related resources such as being teams, human resources, materials and associated engineering.

Nowadays, VSL Chile provides execution and financial support, seriousness and responsibility in all its lines of business and all its professionals and senior staff are involved from development and execution of engineering to delivery and after-sales service of the works it builds.

POST-TENSIONED SLABS IN STAGE 2 OF THE GABRIELA MISTRAL CULTURAL CENTER
SANTIAGO – CHILE

ECHEVERRÍA IZQUIERDO OBRAS CIVILES

This division is oriented toward executing mid- to large-scale projects for public and private clients. The services have been developed in the infrastructure, energy, sanitary and mining industries. It has participated in varied projects like bridges, hydraulic and piping works, roads and earthworks, reservoirs and riverbank protection, underground works, wind farms and run-of-river power plants.

Echeverría Izquierdo Obras Civiles (Engineering and Construction) aims to guarantee customer satisfaction by meeting the highest standards of quality, safety and times of execution through an ongoing search and implementation of innovation and new technologies, making use of its renowned experience through diverse subsidiaries, always looking for the best synergies among them to thus provide optimal solutions to the different types of needs.

Echeverría Izquierdo Obras Civiles has built major projects for the Santiago Subway System in a consortium with Obras Subterráneas, namely the Los Leones Station on Line 6, shafts, galleries and tunnels in segments 2b, 3 and 4 of Line 6, the tunnels of segments 2 and 3 north in Line 3, the tunnel connecting Lines 3 and 6, the engineering, procurement and construction of the change to nine Line 5 stations to install elevators and reduced-mobility features; the reconstruction of the Plaza Maipu, Las Parcelas and Del Sol stations on Line 5. It is now building Segments B and C of Line 3 as far as the main square in the municipality of Quilicura. The tunnels built required approximately 15 kilometers of excavation and bracing in soft soil, all done with the most modern excavation and bracing technology, in compliance with the customer's quality, deadlines and safety.

CIVIL WORKS FOR SHAFTS, GALLERIES AND TUNNELS IN SEGMENTS 2 AND 3
NORTH OF LINE 3 OF THE SANTIAGO SUBWAY SYSTEM, CHILE

NEXXO S.A.

Nexxo S.A. has cumulative experience in a large number of works performed throughout its history in the mining, petrochemical, pulp and power generation industries. This means it is a recognized provider of innovative, high-tech, specialized mechanical and industrial maintenance services that stand out on both the domestic and international markets.

It engages in three lines of business: electromechanical and industrial maintenance, minor electromechanical installations, and specialized industrial services like chemical cleaning and high-pressure water cleaning, flushing, dredging, replacement of catalysts and decoking.

Nexxo's leadership and solid expertise in its areas of specialization have transcended national borders. It is now present in nearly all of Latin America, in countries such as Argentina, Bolivia, Brazil, Colombia, Peru, Uruguay and Surinam.

In mid-2017, in the aim of strengthening working capital and allowing new investments and growth in its subsidiary, Echeverría Izquierdo S.A. subscribed a capital increase in Nexxo, going from a 51% interest to a 61% interest. This share rose to 72% at the end of 2018.

During 2019, changes in the company's management begun during 2018 were consolidated, that included a change in administration and the restructuring of the operations area, all in the goal of reversing the losses in 2017 and 2018. These changes and a better commercial management resulted in a profit in 2019 and an improved financial position. In 2020, despite the troubles caused by Covid, it again earned a profit and was awarded several projects for which it has an historic backlog for 2021 and beyond.

Thanks to the great commitment to safety, the environment, sustainable operations, quality and efficiency in its processes and its permanent focus on the customer, Nexxo currently offers a variety of integral services, focused on satisfying its clients' needs under a seal of quality and stability that comes from its 39 years of knowing its customers well. Its innovative capacity gives the company the tools to be able to respond on a timely basis to its customers. All this has enabled Nexxo to grow and consolidate as a highly reliable leader in the industrial sector, in particular mining.

SCHEDULED STOP OF THE METHANEX PLANT
PUNTA ARENAS – CHILE

COMPENSATION OF THE BOARD OF DIRECTORS AND MANAGEMENT

BOARD COMPENSATION

Pursuant to Companies Law 18,046, the Company's Regular Shareholders Meeting must decide annually on the Board's compensation.

The Regular Shareholders Meeting held April 27, 2020, resolved that the Board receive compensation in the form of fees for attending meetings until the 2021 Regular Shareholders Meeting is held. A monthly fee of 100 Unidades de Fomento was set, the only compensation for attending Board of Directors Meetings.

BOARD OF DIRECTORS DURING 2020

TAX ID	NAME	POSITION	DATE OF APPOINTMENT
6.065.433-6	FERNANDO JOSE ECHEVERRIA VIAL	Chairman of the board	29/APR/2019
4.599.313-2	DARIO ARTURO BARROS RAMIREZ	Director	25/APR/2019
6.374.984-2	MARCELO AWAD AWAD	Independent Director	25/APR/2019
6.638.550-7	BERNARDO ALBERTO ECHEVERRIA VIAL	Director	25/APR/2019
6.686.307-7	ALVARO GABRIEL IZQUIERDO WACHHOLTZ	Director	25/APR/2019
7.031.728-1	FRANCISCO RAMON GUTIERREZ PHILIPPI	Director	25/APR/2019
8.795.355-6	ANDREA ISABEL REPETTO LISBOA	Director	25/APR/2019

BOARD OF DIRECTORS DURING 2019

TAX ID	NAME	POSITION	DATE OF APPOINTMENT
6.065.433-6	FERNANDO JOSE ECHEVERRIA VIAL	Chairman of the board	29/APR/2019
4.599.313-2	DARIO ARTURO BARROS RAMIREZ	Director	25/APR/2019
6.374.984-2	MARCELO AWAD AWAD	Independent Director	25/APR/2019
6.638.550-7	BERNARDO ALBERTO ECHEVERRIA VIAL	Director	25/APR/2019
6.686.307-7	ALVARO GABRIEL IZQUIERDO WACHHOLTZ	Director	25/APR/2019
7.031.728-1	FRANCISCO RAMON GUTIERREZ PHILIPPI	Director	25/APR/2019
8.795.355-6	ANDREA ISABEL REPETTO LISBOA	Director	25/APR/2019

COMPENSATION OF MANAGERS AND SENIOR EXECUTIVES

The compensation received by the Management Team and Senior Executives of Echeverría Izquierdo totaled KCLP$6,080, 062 (KCLP$4,728,051 were fixed and KCLP$1,351,161 were variable) during the fiscal year ending December 31, 2020. For 2018, that amount was KCLP$6,363,441 (KCLP$4,244,302 were fixed and KCLP$2,199,139 were variable).

INCENTIVE PLAN

Echeverría Izquierdo and its subsidiaries have economic incentive plans in place for all their executives and professionals.

These incentives are associated with performance and results. They are determined by management indicators and meeting individually defined goals.

Additionally, a stock option program has been implemented to acquire shares in EISA as part of certain executives' compensation plan. This program offers options where 20% can be exercised the first year, 30% the second year and 50% the third year. Under that program, 4,317,811 shares had been sold to company executives as of December 31, 2020.

INFORMATION ON OUR SENIOR EXECUTIVES

TAX ID	NAME	POSITION	TITLE	DATE OF APPOINTMENT
10.426.202-3	DARÍO BARROS IZQUIERDO	Senior Executive	Chief Executive Officer of Echeverría Izquierdo Montajes Industriales S.A.	01/May/2019
9.787.963-K	LUIS ENNIO CAPRILE VENDRELL	Senior Executive	Chief Executive Officer of Echeverría Izquierdo Ingeniería y Construcción S.A.	15/Dec/2017
10.689.120-6	PABLO ANDRES IVELIC ZULUETA	Chief Executive Officer		15/Dec/2017
11.833.589-9	CRISTIAN ANDRES SAITUA DOREN	Senior Executive	Chief Corporate Finance Officer of Echeverría Izquierdo S.A.	15/Dec/2017
13.658.290-9	MARÍA FRANCISCA CRUZ URRA	Senior Executive	Chief Executive Officer of Echeverría Izquierdo Edificaciones S.A.	15/Dec/2017
13.657.810-3	RAIMUNDO CRUZAT CORREA	Senior Executive	Chief Executive Officer of Echeverría Izquierdo Inmobiliaria e Inversiones S.A.	01/Aug/2013
10.476.201-8	JUAN FERNANDO PINO HURTADO	Senior Executive	Chief Executive Officer of VSL Sistemas Especiales de Construcción S.A.	01/Jul/2005
14.632.337-5	ALDO GUZMAN GIULIANI	Senior Executive	Chief Executive Officer of Pilotes Terratest S.A.	03/Feb/1998

SHARES HELD BY SENIOR EXECUTIVES

NAME	NUMBER OF SHARES
Raimundo Cruzat C.	363,000
Cristián Saitua D.	282,895
Aldo Guzmán G.	241,123
Pablo Ivelic Z.	144,113
Fernando Pino H.	15,161

BOARD COMPENSATION

NAME		POSITION	MEETING ATTENDANCE FEES (KCLP$)		OTHER FEES (KCLP$)		DIRECTORS COMMITTEE (KCLP$)		TOTAL (KCLP$)	
			12/31/2020	12/31/2019	12/31/2020	12/31/2019	12/31/2020	12/31/2019	12/31/2020	12/31/2019
Fernando Echeverría Vial	1-2-3-4	Chairman	85,314	92,072	-	25,371	-	-	85,314	117,443
Álvaro Izquierdo Wachholtz	1-4	Director	55,125	58,613	-	36,404	-	-	55,125	95,017
Darío Barros Ramírez	1-4-5	Director	66,078	70,631	20,603	88,300	-	-	86,681	158,931
Bernardo Echeverría Vial	1-2-3-4	Director	78,098	92,072	15,799	66,859	-	-	93,897	158,931
Pablo Ihnen de la Fuente	1	Director	-	8,267	-	-	-	2,893	-	11,160
Francisco Gutiérrez Philppi	1-6	Director	38,720	37,690	-	12,500	12,057	11,710	50,777	61,900
Andrea Isabel Repetto Lisboa	1	Director	34,450	25,193	-	-	12,057	8,817	46,507	34,010
Marcelo Awad Awad	1	Director	34,450	33,464	4,270	16,732	12,057	11,712	50,777	61,908
TOTAL			392,235	418,002	40,672	246,166	36,171	35,132	469,078	699,300

1) Echevería Izquierdo S.A.
2) Echeverría Izquierdo Inmobiliaria e Inversiones S.A.
3) Echeverría Izquierdo Edificaciones S.A.
4) Gestiona Servicios Compartidos Echeverria Izquierdo S.A
5) Echeverria Izquierdo Montajes Industriales S.A
6) Pilotes Terratest S.A

QUARTERLY STATISTICS ON THE SHARES OF ECHEVERRÍA IZQUIERDO S.A.

	NUMBER OF SHARES	AMOUNTED TRADED (CLP$)	AVERAGE PRICE (CLP$/SHARE)	STOCK MARKET PRESENCE AT THE CLOSE OF EACH QUARTER
2019	11,099,526	2,994,312,324	269.8	
FIRST QUARTER	2,840,726	838,811,197	295.3	23.89%
SECOND QUARTER	1,493,994	417,793,027	279.6	16.67%
THIRD QUARTER	1,886,391	528,231,089	280.0	17,78%
FOURTH QUARTER	4,878,415	1,209,477,011	247.9	17.78%
2020	14,638,005	3,161,526,735	216.0	
FIRST QUARTER	4,972,411	1,149,113,179	231.1	28.33%
SECOND QUARTER	4,052,239	790,020,090	195.0	32.22%
THIRD QUARTER	1,841,193	459,605,887	249.6	21.67%
FOURTH QUARTER	3,772,162	762,787,579	202.2	19.44%

SHARES OF THE COMPANY TRADED BY RELATED PERSONS IN 2020

NAME	RELATIONSHIP	TRANSACTION DATE	TRANSACTION TYPE	NO. OF SHARES TRADED	UNIT PRICE	TRANSACTION AMOUNT
ALVARO IZQUIERDO WACHHOLTZ	AM	28-DEC-2020	A	90,500	197.84	17,904,520
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	28-DEC-2020	A	53,500	197	10,539,500
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	23-DEC-2020	A	115,500	195.79	22,613,745
ALVARO IZQUIERDO WACHHOLTZ	AM	22-DEC-2020	A	139,000	195.79	27,214,810
ALVARO IZQUIERDO WACHHOLTZ	AM	21-DEC-2020	A	40,000	195.46	7,818,400
ALVARO IZQUIERDO WACHHOLTZ	AM	18-DEC-2020	A	65,000	196.99	12,804,360
ALVARO IZQUIERDO WACHHOLTZ	AM	17-Dec-2020	A	142,000	193.95	27,540,900
ALVARO IZQUIERDO WACHHOLTZ	AM	16-Dec-2020	A	35,500	193	6,851,500
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	15-Dec-2020	A	18,500	191.98	3,551,630
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	11-Dec-2020	A	144,000	193.78	27,904,320
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	10-Dec-2020	A	126,177	193.84	24,458,150
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	09-Dec-2020	A	52,425	193	10,118,025
ALVARO IZQUIERDO WACHHOLTZ	AM	04-Dec-2020	A	19,200	194.98	3,743,616
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	06-Nov-2020	A	19,900	233.09	4,439,491
ALVARO IZQUIERDO WACHHOLTZ	AM	27-Oct-2020	A	17,000	220.92	3,755,640
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	16-Sep-2020	A	13,500	239.11	3,227,985
ALVARO IZQUIERDO WACHHOLTZ	AM	14-Sep-2020	A	13,800	237.38	3,275,760
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	11-Sep-2020	A	3,000	236	708,000
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	28-Aug-2020	A	12,200	238.24	2,906,528
ALVARO IZQUIERDO WACHHOLTZ	AM	04-Aug-2020	A	3,000	260	780,000
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	30-Jul-2020	A	8,300	257	2,133,100
ALVARO IZQUIERDO WACHHOLTZ	AM	29-Jul-2020	A	8,600	256	2,201,600
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	27-Jul-2020	A	8,250	252	2,079,000
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	13-Jul-2020	A	3,200	250	800,000
ALVARO IZQUIERDO WACHHOLTZ	AM	09-Jun-2020	A	6,300	216.41	1,363,383
ALVARO IZQUIERDO WACHHOLTZ	AM	02-Jun-2020	A	13,000	193.60	2,516,800
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	27-May-2020	A	12,600	191	2,406,600
ALVARO IZQUIERDO WACHHOLTZ	AM	22-May-2020	A	12,000	190	2,280,000
PABLO IVELIC ZULUETA	CEO	12-May-2020	A	38,100	247.10	9,414,510
ALVARO IZQUIERDO WACHHOLTZ	AM	30-Apr-2020	A	10,600	195.08	2,067,848
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	23-Apr-2020	A	1,000	190.09	190,090
ALVARO IZQUIERDO WACHHOLTZ	AM	20-Apr-2020	A	30,000	192.37	5,771,100
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	17-Apr-2020	A	31,000	188	5,828,000
ALVARO IZQUIERDO WACHHOLTZ	AM	16-Apr-2020	A	25,000	186	4,650,000
ALVARO IZQUIERDO WACHHOLTZ	AM	03-Mar-2020	A	5,200	226.31	1,176,812
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	28-Feb-2020	A	5,200	224.38	1,166,776
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	27-Feb-2020	A	4,500	234.99	1,057,455
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	26-Feb-2020	A	1,000	239.20	239,200
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	25-Feb-2020	A	3,200	244.90	783,680
CRISTIAN SAITUA DOREN	CFO	03-Feb-2020	E	17,000	250	4,250,000
ALVARO IZQUIERDO WACHHOLTZ	AM	20-Jan-2020	A	8,000	242.87	1,942,960
CRISTIAN SAITUA DOREN	CFO	17-Jan-2020	E	30,000	237.51	7,125,300
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	17-Jan-2020	A	34,000	238	8,092,000
CRISTIAN SAITUA DOREN	CFO	13-Jan-2020	E	12,000	245.01	2,940,101
ALVARO IZQUIERDO WACHHOLTZ	AM	8-Jan-2020	A	10,000	242.99	2,429,900
CRISTIAN SAITUA DOREN	CFO	6-Jan-2020	E	8,000	240	1,920,000
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	6-Jan-2020	A	8,000	240	1,920,000
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	3-Jan-2020	A	5,000	240	1,200,000
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	2-Jan-2020	A	7,500	241	1,807,500

SALARY GAP BY GENDER

The gap is the percentage of the average gross salaries of women as compared to men. Below is the percentage difference in the gross salaries of women as compared to men:

CORPORATE

MANAGERS AND SENIOR EXECUTIVES	-2.3 %
PROFESSIONALS	-1.2 %
TECHNICIANS	3.9 %
PERSONNEL ON SITE	-

INDUSTRIAL CONSTRUCTION AND SERVICES

MANAGERS AND SENIOR EXECUTIVES	- 4.2 %
PROFESSIONALS	-3.3 %
TECHNICIANS	-3.5 %
PERSONNEL ON SITE	-3.3 %

EDIFICATION AND CIVIL WORKS

MANAGERS AND SENIOR EXECUTIVES	- 3.2 %
PROFESSIONALS	-3.5 %
TECHNICIANS	-1.2 %
PERSONNEL ON SITE	1.1 %

PROPERTY DEVELOPMENT

MANAGERS AND SENIOR EXECUTIVES	- 4.4 %
PROFESSIONALS	-2.5 %
TECHNICIANS	3.1 %
PERSONNEL ON SITE	-

DIVERSITY ON THE EISA BOARD OF DIRECTORS

	BOARD OF DIRECTORS	GENERAL MANAGEMENT AND OTHER DIVISIONS REPORTING TO THE BOARD
GENDER		
MEN	6	7
WOMEN	1	1
NATIONALITY		
CHILEAN	7	7
FOREIGN	0	1
AGE RANGE		
YOUNGER THAN 30	0	0
FROM 30 TO 40	0	0
FROM 41 TO 50	1	6
FROM 51 TO 60	1	2
FROM 61 TO 70	4	0
OVER AGE 70	1	0
RANGE BY TIME IN OFFICE		
LESS THAN 3 YEARS	1	1
FROM 3 TO 6 YEARS	2	3
MORE THAN 6 AND LESS THAN 9 YEARS	4	2
FROM 9 TO 12 YEARS	0	1
MORE THAN 12 YEARS	0	1

CORPORATE

	DIVERSITY AND OTHER DIVISIONS		DIVERSITY IN THE ORGANIZATION	
GENDER				
	6	4	64	77
NATIONALITY				
CHILEAN	6	4	56	69
FOREIGN	0	0	8	8
AGE RANGE				
YOUNGER THAN 30	0	0	16	22
FROM 30 TO 40	2	0	19	23
FROM 41 TO 50	4	4	14	18
FROM 51 TO 60	0	0	8	9
FROM 61 TO 70	0	0	4	5
OVER AGE 70	0	0	3	0
RANGE BY TIME IN OFFICE				
LESS THAN 3 YEARS	2	1	17	29
FROM 3 TO 6 YEARS	3	1	12	25
MORE THAN 6 AND LESS THAN 9 YEARS	0	0	12	12
FROM 9 TO 12 YEARS	3	0	11	5
MORE THAN 12 YEARS	0	0	12	6

DIVERSITY IN THE BUSINESS UNITS

DIVERSITY IN EDIFICATION AND CIVIL WORKS

	DIVERSITY IN OTHER DIVISIONS		DIVERSITY IN THE ORGANIZATION	
GENDER				
	35	5	3,320	530
NATIONALITY				
CHILEAN	22	4	2,732	413
FOREIGN	13	1	588	117
AGE RANGE				
YOUNGER THAN 30	0	0	990	226
FROM 30 TO 40	14	0	845	179
FROM 41 TO 50	11	3	821	72
FROM 51 TO 60	8	2	543	47
FROM 61 TO 70	2	0	101	10
OVER AGE 70	0	0	20	1
RANGE BY TIME IN OFFICE				
LESS THAN 3 YEARS	7	2	3,065	431
FROM 3 TO 6 YEARS	7	2	144	53
MORE THAN 6 AND LESS THAN 9 YEARS	6	1	68	15
FROM 9 TO 12 YEARS	9	0	31	8
MORE THAN 12 YEARS	6	0	12	23

PROPERTY DEVELOPMENT

	DIVERSITY IN OTHER DIVISIONS		DIVERSITY IN THE ORGANIZATION	
GENDER				
	12	2	42	54
NATIONALITY				
CHILEAN	7	0	17	20
FOREIGN	5	2	25	34
AGE RANGE				
LESS THAN 30	0	0	14	21
FROM 30 TO 40	6	1	14	18
FROM 41 TO 50	4	1	11	12
FROM 51 TO 60	2	0	3	3
FROM 61 TO 70	0	0	0	0
OVER AGE 70	0	0	0	0
RANGE BY TIME IN OFFICE				
LESS THAN 3 YEARS	4	1	26	37
FROM 3 TO 6 YEARS	6	1	12	14
MORE THAN 6 AND LESS THAN 9 YEARS	1	0	2	2
FROM 9 TO 12 YEARS	1	0	1	1
MORE THAN 12 YEARS	0	0	1	0

INDUSTRIAL CONSTRUCTION AND SERVICES

	DIVERSITY IN OTHER DIVISIONS		DIVERSITY IN THE ORGANIZATION	
GENDER				
	18	0	7.976	325
NATIONALITY				
CHILEAN	18	0	7.862	290
FOREIGN	0	0	114	35
AGE RANGE				
LESS THAN 30	0	0	1.250	73
FROM 30 TO 40	2	0	2.116	162
FROM 41 TO 50	9	0	1.845	59
FROM 51 TO 60	6	0	1.654	28
FROM 61 TO 70	1	0	856	3
OVER AGE 70	0	0	255	0
RANGE BY TIME IN OFFICE				
LESS THAN 3 YEARS	9	-	4.538	253
FROM 3 TO 6 YEARS	9	1	821	47
MORE THAN 6 AND LESS THAN 9 YEARS	8	-	121	16
FROM 9 TO 12 YEARS	6	-	82	7
MORE THAN 12 YEARS	3	-	45	2

THE INDUSTRY

The great uncertainty because of the health crisis and the duration and territorial scope of the confinement measures in 2020 had a substantial impact on demand and supply in the construction sector. In particular, sectorial investment and GDP accumulated drops of 12.6% and 15.2% annually, respectively, from January to September 2020. Those numbers had not been seen for more than 3 decades.

Moreover, more recently the expectations of construction businesses have become less pessimistic, showing that the profound deterioration in sectorial investment seen in the third quarter (-26.1% annually) would be transitory in nature. The monthly construction business confidence index (IMCE) consolidated its path of recovery in the quarter from September to November, agilely overcoming its average for the last five years. So, the gradual deconfinement and authorization from the government for private construction works to operate in quarantine zones were two of the main encouraging factors behind business expectations. It is estimated that the gross formation of construction fixed capital will average a contraction of 12.2% in 2020 as compared to 2019.

In the short and medium term, the base forecast scenario augurs a good performance for the construction industry in 2021 as compared to 2020. The scenario would be due, to a good extent, to the effect of lower bases of comparison, the lagging drive of economic policy measures, an improvement in expectations of the sector's entrepreneurs and the supposed less strict confinement measures as compared to 2020. Additionally, the short-term sectorial forecast is grounded on greater investment initiatives accepted for processing in the Environmental Assessment System (SEA) as of the third quarter of 2020. Because the process for approval of a project accepted for processing takes from approximately 12 to 14 months, the increase in the projects accepted for processing in 2020 can be interpreted as an improvement in the mood of investors looking towards 2021.

It is likely that this improved investment performance will last through the first half of 2022, when the balance of good and bad news about the progress in the coronavirus vaccine will be a material factor in the stability of medium-term growth and investment. Nonetheless, the base forecast scenario considers an annual growth range of 6.6%-9.6% in 2021. That ample range implies several sources of uncertainty: the outcome of the constitutional reform; how health indicators progress; and the administrative capacity of the Ministries to implement investment spending committed for the year. Finally, it is predicted that in 2022, the annual growth rate in construction investment will be close to its historic patterns of behavior (with a growth range of 3.7%-5.7% annually). The normalization or closing of gaps in the sector's productive capacity will end near the closing of the forecast horizon. This is in harmony with the dissipation of the multiplying effect of the transitory economic reactivation measures, the closing of capacity floats in the rest of the sectors of the economy, and the consolidation of the fiscal spending rule (source: MACH 55 report of the CCHC).

MAIN SOURCES OF GROWTH IN THE INDUSTRY

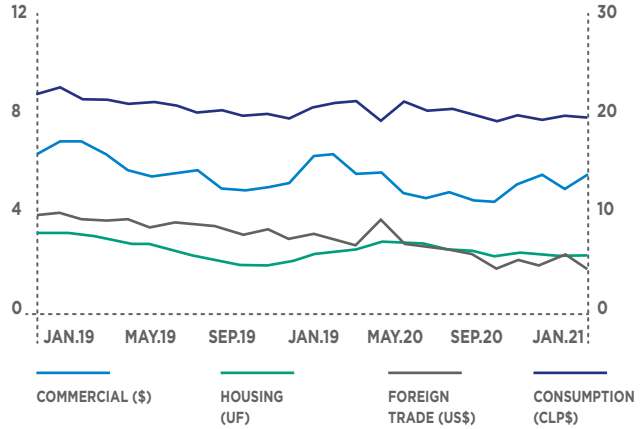
Engineering and Construction are linked to variables like the Gross Domestic Product and interest rates. These variables have a direct impact on investment in fixed capital and on obtainable terms of financing.

This market is characterized as being procyclical and, therefore, more sensitive than other industries to variations in the economic activity. The number of projects to be executed depends directly on market, growth and cost expectations and, at the same time, margins also depend on interest rates, unemployment and inflation and the trend in these indicators over time.

The activity of the Property Development sector is correlated to variations in unemployment and inflation rates. These rates sensitize the decisions to purchase and narrow relations between such variables and the behavior of the industry. Development of this area depends on the terms of financing that are obtained, which is determined, among other factors, by interest rates.

INTEREST RATE BY TYPE OF BORROWER

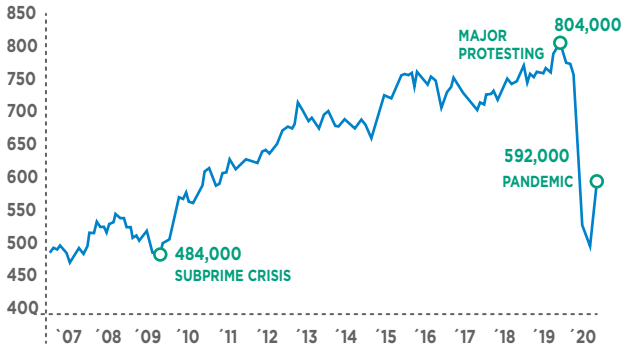
(ANNUAL 360-DAY BASE RATE) %



SOURCE: CENTRAL BANK OF CHILE

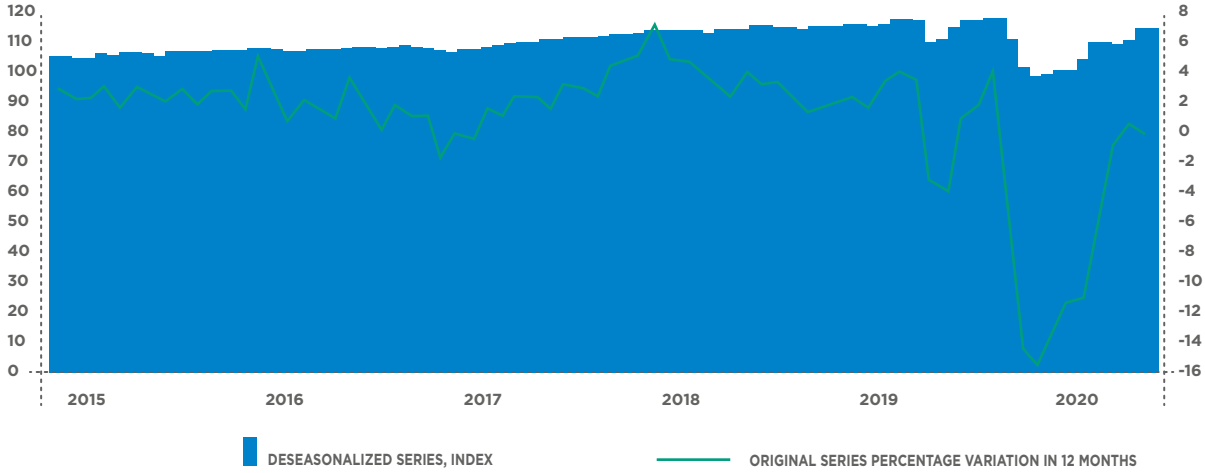
EMPLOYMENT IN THE CONSTRUCTION SECTOR

000'S OF WORKERS

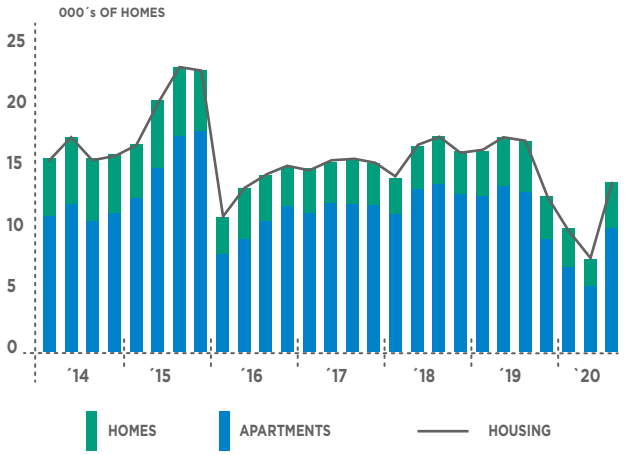


SOURCE: CCHC USING STATISTICS OF THE NATIONAL STATISTICS INSTITUTE (INE)

MONTHLY ECONOMIC ACTIVITY INDICATOR

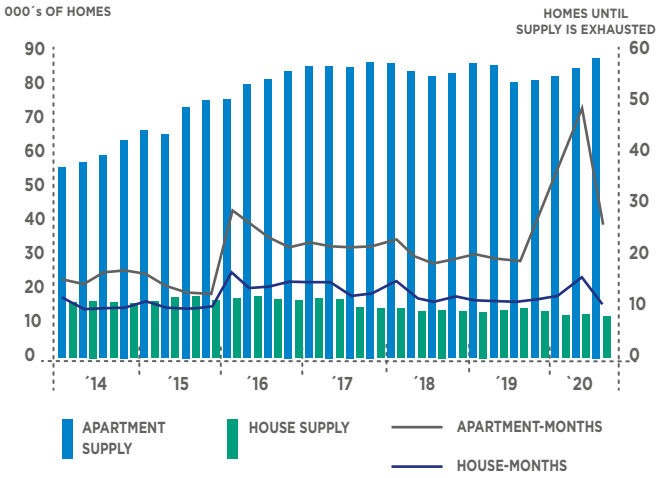


SALE OF HOMES IN THE NATION



SOURCE: CChC

OFERTAS Y VELOCIDAD DE VENTAS NACIONAL



SOURCE: CChC

SECTORS IN THE INDUSTRY

The activity of the construction industry can be separated into two sectors: housing and infrastructure. Investment in infrastructure encompasses the entire investment in public and private infrastructure in the nation and is divided into two areas: public and productive. Echeverría Izquierdo participates in the public infrastructure area through its subsidiaries and associates Echeverría Izquierdo Ingeniería y Construcción, Pilotes Terratest and VSL Sistemas Especiales de Construcción, while in the area of productive infrastructure, it does so through the subsidiaries and associates Echeverría Izquierdo Montajes Industriales, Echeverría Izquierdo Ingeniería y Construcción, Echeverría Izquierdo Edificaciones, Pilotes Terratest, Nexxo S.A. and VSL Sistemas Especiales de Construcción.

Housing investment encompasses all of the public and private investment in housing and the company is a participant on this market mainly through the subsidiaries Echeverría Izquierdo Inmobiliaria e Inversiones and Echeverría Izquierdo Edificaciones.

DISAGGREGATED INVESTMENT IN CONSTRUCTION

SECTOR		ESTIMATED	FORECASTED FOR 2021				ESTIMATED	FORECASTED FOR 2021		
	2019	2020	NO COVID19 FINANCING	COVID19 FINANCING	BASE SCENARIO	2019	2020	NO COVID19 FINANCING	COVID19 FINANCING	BASE SCENARIO
	MILLIONS OF UF					ANNUAL VARIATION (%)				
Housing	236.8	200.2	213.5	219.7	214.1	3.5	-15.5	6.7	9.8	6.9
Public(a)	47.6	48.8	50.4	56.6	50.9	5.6	2.6	3.3	16.0	4.4
Private	189.3	151.4	163.1	163.1	163.1	2.9	-20.0	7.8	7.8	7.8
Social program co-payment	33.1	29.7	31.4	31.4	31.4	-3.0	-10.2	5.5	5.5	5.5
Unsubsidized property development	156.2	121.7	131.8	131.8	131.8	4.3	-22.1	8.3	8.3	8.3
Infrastructure	450.4	403.3	423.1	474.6	438.3	6.8	-10.4	4.9	17.9	8.7
Public	171.4	187.7	182.2	234.7	197.3	3.4	9.5	-2.9	25.0	5.1
Public (b)	115.6	128.0	130.5	183.0	145.7	2.2	10.7	2.0	43.0	13.8
Autonomous companies (c)	39.9	43.5	32.7	32.7	32.7	4.9	8.9	-24.7	-24.7	-24.7
Public Works Concessions	15.8	16.3	18.9	18.9	18.9	8.9	2.8	16.3	16.3	16.3
Productive	279.0	215.6	240.9	240.9	240.9	9.1	-22.7	11.8	11.8	11.8
Government Companies (d)	15.7	10.7	11.5	11.5	11.5	-19.5	-31.4	6.9	6.9	6.9
Private Companies (e)	263.4	204.9	229.5	229.5	229.5	11.4	-22.2	12.0	12.0	12.0
Investment in Construction	687.2	603.5	636.7	695.3	652.3	5.7	-12.2	5.5	15.2	6.6/9.6

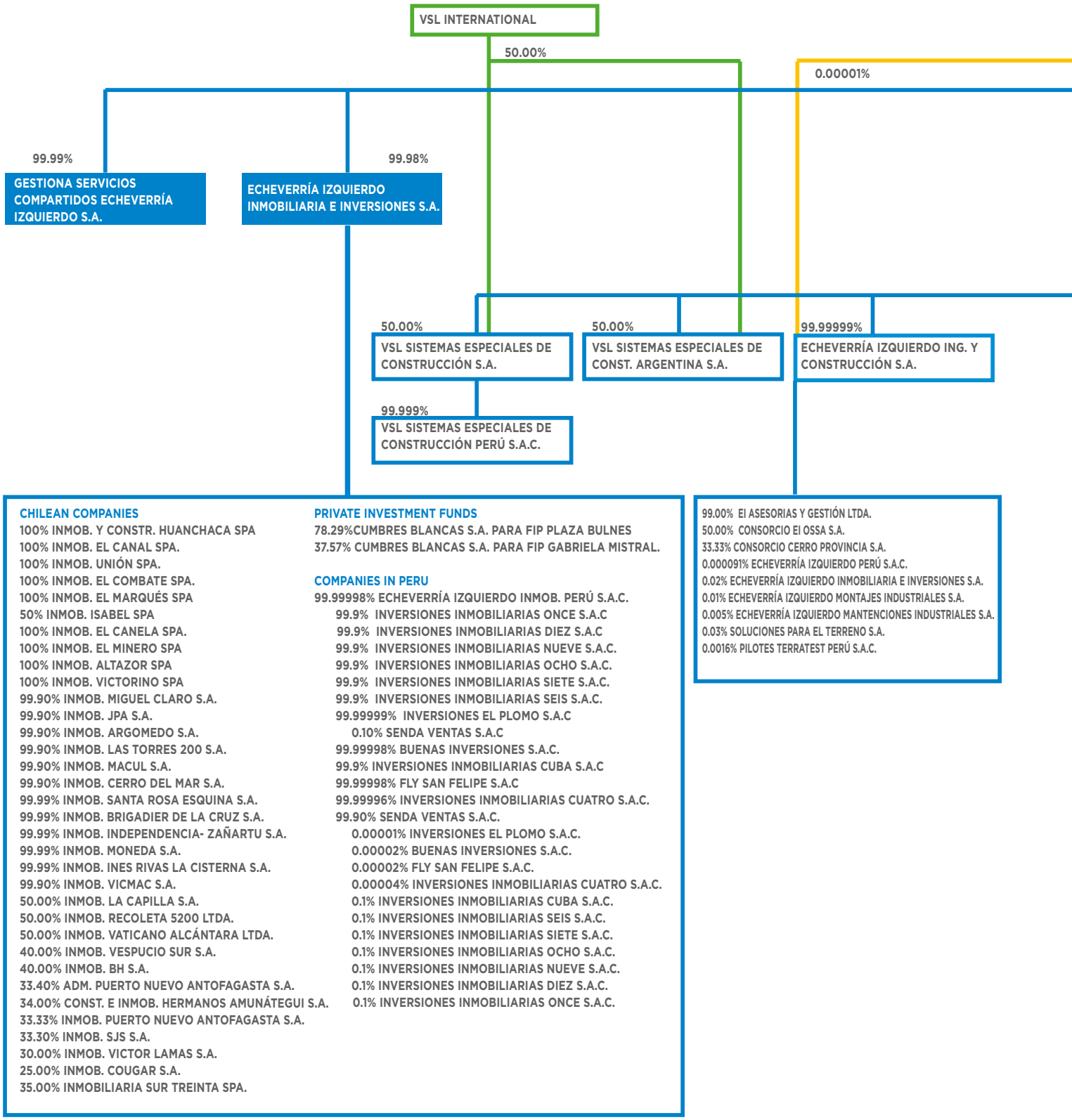
(a) Investment in MINVU, National Regional Development Fund (FNDR) housing programs and neighborhood improvements.
(b) Real investment by the Ministry of Public Works, investment in infrastructure by MINVU (urban roads and paving), Education (investment in infrastructure), Justice and Public Prosecutor (investment in infrastructure), the Sports Institute, General Civil Aviation Board, FNDR program and urban improvements.
(c) Investment in the Subway system, sanitary utilities, ports, the National Railroad Company and the Valparaiso Urban Train System (Merval).
(d) Investment in CODELCO, ENAMI and Gas (ENAP).
(e) Investment in forestry, industry, mining (excluding ENAMI and CODELCO), energy (excluding ENAP), commerce, offices, private ports and investment in construction of other productive sectors.

SOURCE: CChC

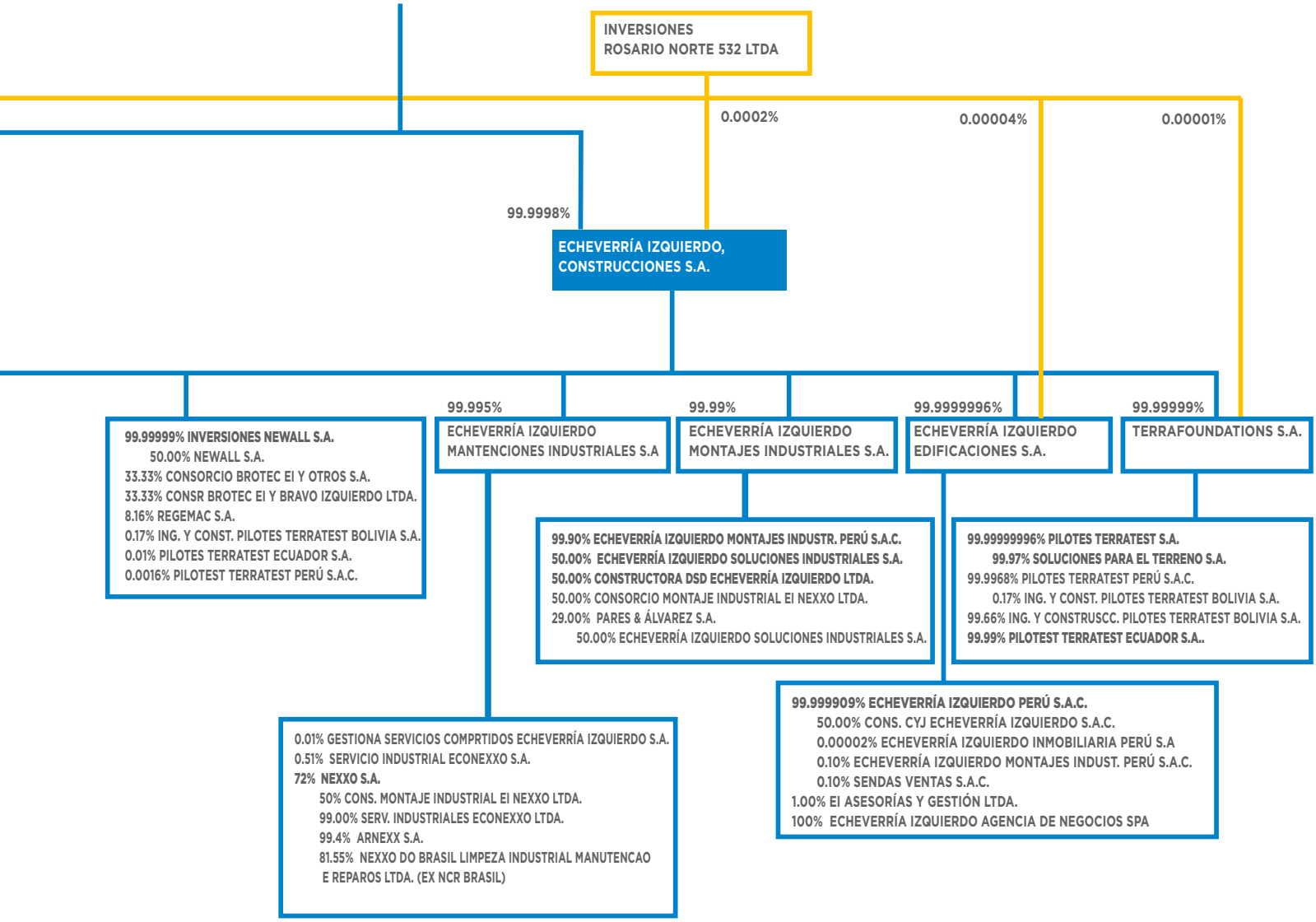
LIME SLURRY PLANT
MINISTER HALES PROJECT, CODELCO

CORPORATE STRUCTURE OF ECHEVERRÍA IZQUIERDO S.A.

AS OF DECEMBER 31, 2020



ECHEVERRIA IZQUIERDO



NAME:

ECHEVERRÍA IZQUIERDO CONSTRUCCIONES S.A.

Type of Company:
Closed Corporation

Tax ID: 76.081.976-K

Business Purpose:
The construction of other engineering and construction works.

Direct and indirect interest of Echeverría Izquierdo S.A.:
100%

Subscribed and paid-in capital as of December 31, 2020:
CLP$93,952,090,198

Board of Directors:
Fernando Echeverría Vial (*)
Bernardo Echeverría Vial (*)
Pablo Ivelic Zulueta (**)

Chief Executive Officer:
Pablo Ivelic Zulueta

Positions in Echeverría Izquierdo S.A.
(*) Director
(**) Chief Executive Officer

Commercial relationship with Echeverría Izquierdo S.A.
Ownership

Percentage that the investment represents of all individual assets of the parent company:
53.35%

NAME:

ECHEVERRÍA IZQUIERDO INMOBILIARIA E INVERSIONES S.A.

Type of Company:
Closed Corporation

Tax ID: 96.816.220-9

Business Purpose:
Securities and property investments in Chile and abroad, in particular in stocks, bonds, debentures, credits, interests, commercial paper, real estate, shares in the latter; the purchase, sale or holding of such investments, acquisition of an interest or share as a partner in enterprises or companies of any nature. It may also create, finance, promise to create and administrate any type of business, enterprise or company for its own account or for third parties and it may receive and invest the returns on investments; purchase, sell, manufacture, elaborate, import, export, for its own account or others, chattels and real estate, items, products and raw materials; assume representations, agencies, commissions and powers of attorney; promote and export and engage in other activities that are related or conducive to the aforesaid.

Direct and indirect interest of Echeverría Izquierdo S.A.:
100%

Subscribed and paid-in capital as of December 31, 2020:
CLP$25,834,240,146

Board of Directors:
Bernardo Echeverría Vial (*)
Fernando Echeverría Vial (*)
Pablo Ivelic Zulueta (**)

Chief Executive Officer:
Raimundo Cruzat Correa

Positions in Echeverría Izquierdo S.A.
(*) Director
(**) Chief Executive Officer

Commercial relationship with Echeverría Izquierdo S.A.
Ownership

Percentage that the investment represents of all individual assets of the parent company:
21.19%

NAME:

GESTIONA SERVICIOS COMPARTIDOS ECHEVERRÍA IZQUIERDO S.A.

Type of Company:
Closed Corporation

Tax ID: 76.984.506-2

Business Purpose:
The Company's business is to provide administration and management services to companies that in turn provide commercial services for their own account or others, whether Chilean or foreign. These administrative services include: a) Money management and finance: collection, scheduling and making payments, cash flow management, issuing and settling documents, managing guarantees, inputting and processing information and issuing regular reports; (b) Administration: preparation and distribution of management reports, the management of purchases and sales in the administrative business, drafting of powers of attorney, preparation of budgets, etc.; (c) Human resources: Selecting employees, organization of internal activities, employee training and compensation management; (d) Information Technology: Administrating and maintaining servers and computers, administration and technical support of network, phone and internet infrastructure, development and maintenance of systems, among others; (e) Accounting and taxes: Application of accounting policies, representation of clients to tax, customs and exchange authorities; management of the company for internal control, audits and accounting, issuance of reports and financial statements, among others; (f) Project development and implementation: An ongoing supply of commercial information, creation of commercial relations and the implementation of new projects on site; and (g) Purchases and acquisitions, negotiations and contracts, pricing, foreign trade, purchase order processing for companies to conduct their activities, among others, and any other activities required for its business.

Direct and indirect interest of Echeverría Izquierdo S.A.:
100%

Subscribed and paid-in capital as of December 31, 2020:
CLP$10,000,000

Board of Directors:
Fernando Echeverría Vial (*)
Álvaro Izquierdo (*)
Bernardo Echeverría Vial (*)
Dario Barros Ramírez (*)

Chief Executive Officer:
Cristián Saitua Doren

Positions in Echeverría Izquierdo S.A.
(*) Director

Commercial relationship with Echeverría Izquierdo S.A.
Ownership and service provider

Percentage that the investment represents of all individual assets of the parent company:
0.09%

PRIMARY CRUSHER, OVERLAND CONVEYOR BELT, STOCKPILE, LIME PLANT AND RECLAIM TUNNELS - TECK
QUEBRADA BLANCA, TARAPACÁ, CHILE.

SUMMARY FINANCIAL INFORMATION

PWC Chile
Av. Andrés Bello 2711, 5th floor
Las Condes
Santiago - Chile
Tax I.D.: 81.513.400-1
Phone: (56-2) 2940 0000
www.pwc.cl

INDEPENDENT AUDITOR'S OPINION

Santiago, March 3, 2021

TO THE SHAREHOLDERS AND DIRECTORS IN ECHEVERRIA IZQUIERDO S.A.

We have audited the accompanying consolidated financial statements of Echeverría Izquierdo S.A. and subsidiaries that are comprised of the consolidated statements of financial position as of December 31, 2020 and 2019 and the corresponding consolidated statements of comprehensive income, of changes in equity and of cash flows for the years ending on those dates, as well as the corresponding notes to the consolidated financial statements.

MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with International Financial Reporting Standards. This responsibility includes designing, implementing and keeping the pertinent internal control for the preparation and fair presentation of consolidated financial statements that are free from material misstatements due either to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on these consolidated financial statements on the basis of our audits. We did not audit the financial statements of the associate Inmobiliaria SJS S.A. that has total net assets of CLP$1,709,223 as of December 31, 2020 and of CLP$1,931,842 as of December 31, 2019, and a share in the net earnings of associates recognized by the equity method amounting to CLP$117,077 and CLP$861,313 for the years ending December 31, 2020 and 2019, respectively. We also did not audit the December 31, 2020 financial statements of the subsidiary Ingeniería y Construcción Pilotes Terratest Bolivia S.A. that show total assets accounting for 1% of all consolidated income for the fiscal year ending December 31, 2020. These financial statements were audited by other auditors whose opinions we received, and in our opinion, our reliance on the amounts included for such associate and subsidiary is based solely on those other auditors' opinions. We conduct our audits according to generally accepted auditing standards of Chile. Those standards require that we plan and perform our work to obtain reasonable assurance that the financial statements are free from material misstatements.

PWC Chile
Av. Andrés Bello 2711, 5th floor
Las Condes
Santiago - Chile
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www.pwc.cl

An audit involves performing procedures to obtain audit evidence of the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatements in the consolidated financial statements due either to fraud or error. In making these risk assessments, the auditor considers the pertinent internal control for the preparation and fair presentation of the entity's consolidated financial statements in order to devise audit procedures appropriate to the circumstances, but without the intent to express an opinion on the effectiveness of the entity's internal control. Consequently, we express no such opinion. An audit also involves evaluating the appropriateness of the accounting policies used and the reasonableness of the material accounting estimations made by Management, as well as an evaluation of the general presentation of the consolidated financial statements. We believe that the audit evidence we have obtained suffices and is appropriate to provide a basis for our opinion.

OPINION

In our opinion, based on our audits and on the opinions of other auditors, said consolidated financial statements fairly present, in all material respects, the financial position of Echeverría Izquierdo S.A. and subsidiaries as of December 31, 2020 and 2019, the results of its operations and cash flows for the years ended on those dates, according to International Financial Reporting Standards.

Digitally signed by Renzo Piero Corona Spedaliere, Tax I.D. 6.373.028-9. The corresponding certificate can be viewed in the electronic version of this document.

ANNUAL REPORT ON EISA DIRECTORS COMMITTEE

BACKGROUND

In compliance with article 50-bis of Companies Law 18,046, as amended, below is a description of the activities undertaken by the Company's Directors Committee, their work in the year, and the expenses defrayed during the 2020 fiscal year.

CONSTITUTION OF THE COMMITTEE AND MEMBERS

The members of the actual Board of Directors of the company were elected at the Regular Shareholders Meeting of the Company held April 25, 2019. Those directors were elected for a three-year term and at that meeting, Andrea Repetto Lisboa and Marcelo Awad Awad were elected independent directors of the Company.

Moreover, in accordance with the aforesaid article 50-bis of Companies Law 18,046 and Circular 1956 of the Financial Market Commission, Francisco Gutiérrez Philippi, Marcelo Awad Awad and Andrea Repetto Lisboa were members of the Directors Committee during the 2020 fiscal year. Mrs. Repetto was elected Chairman of the Committee on October 29, 2019.

GENERAL ASPECTS OF THE COMMITTEE'S WORK DURING THE 2020 FISCAL YEAR

During the course of 2020, the Directors Committee met on 6 occasions and held one additional meeting in March 2021. At those meetings, the Directors Committee engaged generally in the duties entrusted by the law and bylaws, which are to:

- • review the balance sheets, financial statements and reports prepared by management and reviewed by the financial auditors and external regulatory entities;
- propose the firms to the Board for the external auditing of the Company;
- examine the information on the Company's transactions with related parties;
- review the compensation and salary plans for managers and executives;
- analyze whether or not an external auditing firm should be retained to provide services apart from the external audit;
- review the internal auditing activities; and
- review the Crime Prevention Model and associated management activities.

Please note that Director Alvaro Izquierdo Wachholtz, the Corporate Chief Executive Officer, the Corporate Chief Administration and Finance Officer, the Senior Counsel and/or Compliance Officer and the Chief Corporate Auditing Officer of the Company were invited to attend each Committee Meeting and the latter officer acted as Secretary. Each of such meetings was recorded in the corresponding minutes, all of which have been signed opportunely by the Committee members.

The matters summarized below were discussed at each meeting:

- - At the meeting held April 28, 2020, the Committee reviewed Consolidated Interim Financial Statements of Echeverría Izquierdo as of March 31, 2020. The independent external auditors explained the scopes and material aspects of their audit of EISA's consolidated financial statements as of December 31, 2019. The 2020 activities of the Internal Audit area were reviewed and the report on management of the Crime Prevention Model presented by the Company's Crime Prevention Officer.

- At the meeting held July 7, 2020, the Committee met with the independent external auditors to learn the objectives and scopes of their 2020 Annual Audit Plan. The Committee met with the Company's Crime Prevention Officer to hear his report on the activities and processes conducted during the first half of 2020 under the Crime Prevention Model. The activities of the Internal Audit Area were reviewed as well as the progress in the 2020 Audit Plan.

- The Crime Prevention Officer attended the meeting held July 28, 2020 to report on the Crime Prevention Model activities and how the whistleblower channel was working. He highlighted the certification awarded to the Crime Prevention Model implemented by the Company and he reported that all requirements and good practices were being met pursuant to Law 20,393 on the Criminal Liability of Legal Entities. The Company's Consolidated Interim Financial Statements as of June 30, 2019 were reviewed, a progress report was provided on the progress in, and compliance with, the Audit Plan. The Internal Auditing area activity report was also reviewed.

- At the meeting held October 27, 2020, a meeting was held with the external auditors to learn about the scopes and relevant aspects of their audit of the consolidated interim financial statements of EISA as of June 30, 2020. The external auditors' request to hire an consultant was reviewed and authorized, which is in line with governing regulations. The Consolidated Interim Financial Statements of the Company as of September 30, 2020, were reviewed, a report was provided on the progress in, and compliance with, the audit plan. The Internal Auditing area activity report was also reviewed. Lastly, the managerial activities of the Crime Prevention Plan and any complaints were reviewed.

- At the meeting held December 10, 2020, the Directors Committee met with the external auditors to understand the relevant aspects of their work and review their internal control observations for 2020. The annual internal auditing activity report was reviewed as well as compliance with the audit plan. A report was given on the activities under the 2020 Crime Prevention Model. The Annual Internal Audit Plan and Crime Prevention Model Management Plan were approved as well as the budget for 2021.

- At the meeting held March 3, 2021, the compensation and compensation plans of managers and senior executives of the Company were reviewed. The information on the Company's transactions with related parties was analyzed and it was decided to propose to the Company's Board of Directors that Ernst & Young be retained as external auditors for 2021 so that the Board could make such a proposal to the General Regular Shareholders Meeting. This proposal was made based on the quality of the auditing team, the reasonableness of the economic offer, their experience and knowledge of the areas and businesses in which the Company is engaged. Alternative to this choice, the Committee agreed to propose to the Company's Board of Directors that any one of the following firms be proposed as external auditors: Deloitte, KPMG or PwC. The financial statements of the Company as of December 31, 2020 were then reviewed as well as the text of this annual management report. Finally, the answers to General Rule 385 of the Financial Market Commission were analyzed.

COMMITTEE COMPENSATION AND EXPENSES

The members of the Committee receive a fee equal to 35 UF monthly, additional to their compensation as Board Members, in accordance with the Companies Law. That fee was approved by the 2020 Regular Shareholders Meeting.

Finally, the Directors Committee did not defray any extraordinary expenses during the 2020 fiscal year.

RECOMMENDATIONS TO SHAREHOLDERS

The Directors Committee states that it has no recommendations to make to the Company's shareholders.

Andrea Repetto Lisboa
Presidente

Francisco Gutiérrez Philippi
Director

Marcelo Awad Awad
Director

ECHEVERRÍA IZQUIERDO S.A. AND SUBSIDIARIES

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS OF DECEMBER 31, 2020 AND 2019
(In thousands of pesos – KCLP$)

ASSETS	NOTE	12/31/2020 KCLP$	12/31/2019 KCLP$
CURRENT ASSETS			
Cash and cash equivalents		51,395,369	49,703,015
Other financial assets	6	-	490,232
Other non-financial assets, current	7	121,009,659	17,552
Trade receivables and other accounts receivable	10	8,151,190	131,821,912
Intercompany receivables	8	59,801,159	11,598,087
Inventories, current	11	12,699,413	39,847,155
Tax assets, current	12	12,699,413	9,165,389
TOTAL CURRENT ASSETS		255,082,122	242,643,342
NON-CURRENT ASSETS			
Other financial assets, non-current	9	26,788	26,788
Inventories, non-current	12	53,800,276	71,518,003
Investments using the equity method	15	9,163,219	9,609,622
Property, plant and equipment	17	4,317,389	-
Goodwill	19	54,949,881	57,556,997
Intangible assets other than goodwill	20	2,906,584	2,906,584
Investment properties	18	3,396,330	3,516,767
Deferred tax assets	21.3	15,843,971	19,038,433
TOTAL NON-CURRENT ASSETS		144,404,438	164,173,194
TOTAL ASSETS		397,486,560	406,816,536

Accompanying notes 1 to 35 are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS OF DECEMBER 31, 2020 AND 2019
(In thousands of pesos – KCLP$)

LIABILITIES AND EQUITY	NOTE	12/31/2020 KCLP$	12/31/2019 KCLP$
CURRENT LIABILITIES			
Other financial liabilities, current	21	87,233,693	57,452,282
Trade payables and other accounts payable	23	39,874,734	50,070,454
Intercompany payables	11	947,099	1,262,491
Current provisions	24	10,636,590	9,053,391
Tax liabilities, current	14	1,643,924	3,299,347
Other non-financial liabilities, current	22	49,448,699	67,601,287
TOTAL CURRENT LIABILITIES		189,784,739	188,739,252
NON-CURRENT LIABILITIES			
Other financial liabilities, non-current	21	67,439,405	81,514,353
Trade payables and other accounts payable	23	7,472,631	7,165,075
Intercompany payables	11	650	-
Non-current provisions	24	395,804	362,962
Deferred tax liabilities	20.3	2,501,499	1,812,844
Other non-financial liabilities, non-current	15	356,330	291,006
TOTAL NON-CURRENT LIABILITIES		78,166,319	91,146,240
TOTAL LIABILITIES		267,951,058	279,885,492
EQUITY			
Outstanding capital stock	25	80,395,004	80,395,004
Treasury stock	25	(1,446,936)	(1,100,448)
Other reserves	25	(906,524)	(713,738)
Retained earnings	25	44,452,122	41,140,519
Equity attributable to owners of the controller		122,493,666	119,721,337
Non-controlling interests	29	7,041,836	7,209,707
TOTAL EQUITY		129,535,502	7,209,707
TOTAL EQUITY AND LIABILITIES		397,486,560	406,816,536

Accompanying notes 1 to 35 are an integral part of these consolidated financial statements.

ECHEVERRÍA IZQUIERDO S.A. AND SUBSIDIARIES

CONSOLIDATED STATEMENT OF INCOME

FOR THE YEARS ENDING DECEMBER 31, 2020 AND 2019
(In thousands of pesos – KCLP$)

CONSOLIDATED STATEMENT OF INCOME BY FUNCTION	NOTE	ACCUMULATED 1/1/2020 12/31/2020 KCLP$	ACCUMULATED 1/1/2019 12/31/2019 KCLP$
STATEMENT OF INCOME			
Revenue	27.1	318,478,603	309,656,552
Cost of sales	28.1	(287,999,604)	(262,332,758)
GROSS MARGIN		30,478,999	30,478,999
Administrative expenses	28.2	(23,967,713)	(28,315,621)
Other expenses	28.3	(1,367,833)	(1,183,983)
Financial income	28.4	218,361	601,782
Financial expenses	28.5	(4,226,062)	(4,243,933)
Income (loss) from indexation units	28.6	(2,069,599)	(1,497,007)
Exchange differential	28.7	(1,009,805)	(208,357)
Other income	27.2	7,100,477	3,135,735
Earnings (loss) on share in associates and joint ventures	15	(196,812)	2,530,875
PRE-TAX PROFIT		4,960,013	18,123,285
Income tax gain (expense)	20.1	847,101	(4,435,342)
Profit on continuing operations		5,807,114	13,687,943
Profit on discontinued operations		-	-
Fiscal year profit		5,807,114	13,687,943
PROFIT (LOSS) ATTRIBUTABLE TO:			
Owners of the controller		5,947,696	13,093,690
Non-controlling interests	29	(140,582)	594,253
FISCAL YEAR PROFIT		5,807,114	13,687,943
EARNINGS PER SHARE			
BASIC EARNINGS PER SHARE			
Basic earnings (loss) per share in continuing operations, CLP$/share	25.2	9.91	21.77
DILUTED EARNINGS PER SHARE			
Diluted earnings (loss) per share from continuing operations, CLP$/share	26.2	9.91	21.77

Accompanying notes 1 to 35 are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEARS ENDING DECEMBER 31, 2020 AND 2019
(In thousands of pesos – KCLP$)

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME	ACCUMULATED 1/1/2020 12/31/2020 KCLP$	ACCUMULATED 1/1/2019 12/31/2019 KCLP$
Fiscal year profit	5,807,114	13,687,943
COMPONENTS OF OTHER COMPREHENSIVE INCOME THAT WILL NOT BE RECLASSIFIED THROUGH PROFIT OR LOSS IN THE PERIOD, BEFORE TAXES		
Earnings (losses) for translation differences, before taxes	(671,688)	411,817
TOTAL COMPREHENSIVE INCOME	5,135,426	14,099,760
COMPREHENSIVE INCOME (LOSS) ATTRIBUTABLE TO:		
Owners of the controller	5,276,008	13,505,507
Non-controlling interests	(140,582)	594,253
TOTAL COMPREHENSIVE INCOME	5,135,426	14,099,760

Accompanying notes 1 to 35 are an integral part of these consolidated financial statements.

ECHEVERRÍA IZQUIERDO S.A. AND SUBSIDIARIES

CONSOLIDATED STATEMENT OF CASH FLOW

FOR THE YEARS ENDING DECEMBER 31, 2020 AND 2019
(In thousands of pesos – KCLP$)

CONSOLIDATED STATEMENT OF CASH FLOWS, DIRECT METHOD	NOTE	1/1/2020 12/31/2020 KCLP$	1/1/2019 12/31/2019 KCLP$
CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES			
Types of collections in operating activities			
Collections from the sale of goods and provision of services		396,529,719	414,164,387
Other collections in operating activities		-	750,332
Types of payments			
Payments to suppliers for the supply of goods and services		(254,838,482)	(252,139,048)
Payments to and for account of employees		(115,711,642)	(131,550,442)
Other payments in operating activities		(22,645,059)	(314,046)
Income taxes (paid) refunded		(1,599,608)	(188,782)
Other cash inflows (outflows)		(831,105)	(509,306)
Dividends paid		(3,665,245)	(302,284)
Dividends received	11.2	1,242,646	1,926,116
NET CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES		(1,518,776)	31,836,927
CASH FLOWS FROM (USED IN) INVESTING ACTIVITIES			
Loans to related entities	11.2	(1,175,682)	(559,805)
Proceeds from the sale of property, plant and equipment	20.2	93,851	1,766,851
Lease payments	22.d	(6,445,116)	(2,764,538)
Purchases of property, plant and equipment	17.2	(5,033,201)	(3,350,680)
Purchases of intangible assets	20.2	(356,059)	-
Interest received		555,657	692,893
Collections from related entities	11.2	2,974,987	697,453
NET CASH FLOWS USED IN INVESTING ACTIVITIES		(9,385,563)	(3,517,826)
CASH FLOWS FROM (USED IN) FINANCING ACTIVITIES			
Proceeds from loans	22.d	109,049,763	147,357,329
TOTAL PROCEEDS FROM LOANS		109,049,763	147,357,329
Payment of loans	22.d	(79,674,148)	(153,259,015)
Capital increase	11.2	2,274,196	1,571,799
Collection for changes in equity interests in subsidiaries that do not cause a loss of control		-	-
Interest paid	22.d	(2,733,459)	(3,464,366)
Proceeds from stock issues		-	-
TOTAL OTHER SUMS FOR LOAN PAYMENTS		(80,133,411)	(153,970,835)
NET CASH FLOWS FROM (USED IN) FINANCING ACTIVITIES		28,916,352	(6,613,506)
EFFECTS OF THE VARIATION IN THE EXCHANGE RATE ON CASH AND CASH EQUIVALENTS			
Effects of the variation in the exchange rate on cash and cash equivalents		-	-
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		18,012,013	21,705,595
Cash and cash equivalents at the start of the year		31,691,002	9,985,407
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	6	49,703,015	31,691,002

Accompanying notes 1 to 35 are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEARS ENDING DECEMBER 31, 2020 AND 2019
(In thousands of pesos – KCLP$)

STATEMENT OF CHANGES IN NET EQUITY	PAID-IN CAPITAL	PREMIUM ON STOCK ISSUE	TOTAL CAPITAL	TREASURY STOCK	RESERVES FOR TRANSLATION DIFFERENTIALS	OTHER MISCELLANEOUS RESERVES	TOTAL OTHER RESERVES	CUMULATIVE PROFIT (LOSS)	EQUITY ATTRIBUTABLE TO OWNERS OF THE CONTROLLER	NON-CONTROLLING INTERESTS	TOTAL EQUITY
	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$
FINAL BALANCE AT 1/1/2020	51,754,216	28,640,788	80,395,004	(1.100.448)	495.844	(1.209.582)	(713.738)	41.140.519	119.721.337	7.209.707	126.931.044
Fiscal year profit (loss)	-	-	-	-	-	-	-	5.947.696	5.947.696	(140.582)	5.807.114
Other comprehensive income	-	-	-	-	(671.688)	-	(671.688)	-	(671.688)	-	(671.688)
Total comprehensive income	-	-	-	-	(671.688)	-	(671.688)	5.947.696	5.276.008	(140.582)	5.135.426
Dividends	-	-	-	-	-	-	-	(1.784.748)	(1.784.748)	-	(1.784.748)
Decrease from the purchase of treasury stock	-	-	-	(357.324)	-	-	-	-	(357.324)	-	(357.324)
Increase (decrease) from transfers and other changes	-	-	-	10.836	-	478.902	478.902	(851.345)	(361.607)	(27.289)	(388.896)
Total changes in net equity			-	(346.488)	(671.688)	478.902	(192.786)	3.311.603	2.772.329	(167.871)	2.604.458
FINAL BALANCE AT 12/31/2020	51,754,216	28,640,788	80,395,004	(1.446.936)	(175.844)	(730.680)	(713,738)	44.452.122	122.493.666	7.041.836	129.535.502

STATEMENT OF CHANGES IN NET EQUITY	PAID-IN CAPITAL	PREMIUM ON STOCK ISSUE	TOTAL CAPITAL	TREASURY STOCK	RESERVES FOR TRANSLATION DIFFERENTIALS	OTHER MISCELLANEOUS RESERVES	TOTAL OTHER RESERVES	CUMULATIVE PROFIT (LOSS)	EQUITY ATTRIBUTABLE TO OWNERS OF THE CONTROLLER	NON-CONTROLLING INTERESTS	TOTAL EQUITY
	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$	KCLP$
FINAL BALANCE AT 1/1/2019	51,754,216	28,640,788	80,395,004	(1,560,167)	84,027	(1,461,850)	(1,377,823)	31,772,490	109,229,504	4,122,181	113,351,685
Fiscal year profit (loss)	-	-	-	-	-	-	-	13,093,690	13,093,690	594.253	13,687,943
Other comprehensive income	-	-	-	-	411,817	-	411,817		411,817	-	411.817
Total comprehensive income	-	-	-	-	411,817	-	411,817	13,093,690	13,505,507	594.253	14,099,760
Increment from capital increase	-	-	-	-	-	-	-	-	-	2.274.196	2,274,196
Dividends	-	-	-	-	-	-	-	(3.928.107)	(3.928.107)		(3,928,107)
Decrease from the purchase of treasury stock	-	-	-	(196.767)	-	-	-	-	(196.767)		(196.767)
Increase (decrease) from transfers and other changes	-	-	-	656.486	-	252.268	252.268	202.446	1.111.200	219.077	1,330,277
Total changes in net equity			-	459,719	411,817	252,268	644,085	9,368,029	10,491,833	3,087,526	13,579,359
FINAL BALANCE AT 12/31/2019	51,754,216	28,640,788	80,395,004	(1,100,448)	495,844	(1,209,582)	(713,738)	41,140,519	119,721,337	7,209,707	126,931,044

Accompanying notes 1 to 35 are an integral part of these consolidated financial statements.

STATEMENT OF LIABILITY OF ECHEVERRÍA IZQUIERDO S.A.

The undersigned directors and Chief Executive Officer of Echevería Izquierdo S.A., as applicable, declare under oath that the information contained in the 2020 Annual Report of Echeverría Izquierdo S.A. is true.

This statement is made in compliance with Circular 1924 of the Financial Market Commission.

Santiago, March 3, 2021

FERNANDO ECHEVERRÍA VIAL
Chairman
Tax ID 6.065.433-6

ÁLVARO IZQUIERDWACHHOLTZ
Director
TAX ID 6.686.307-7

DARÍO BARROS RAMÍREZ
Director
TAX ID 4.599.313-2

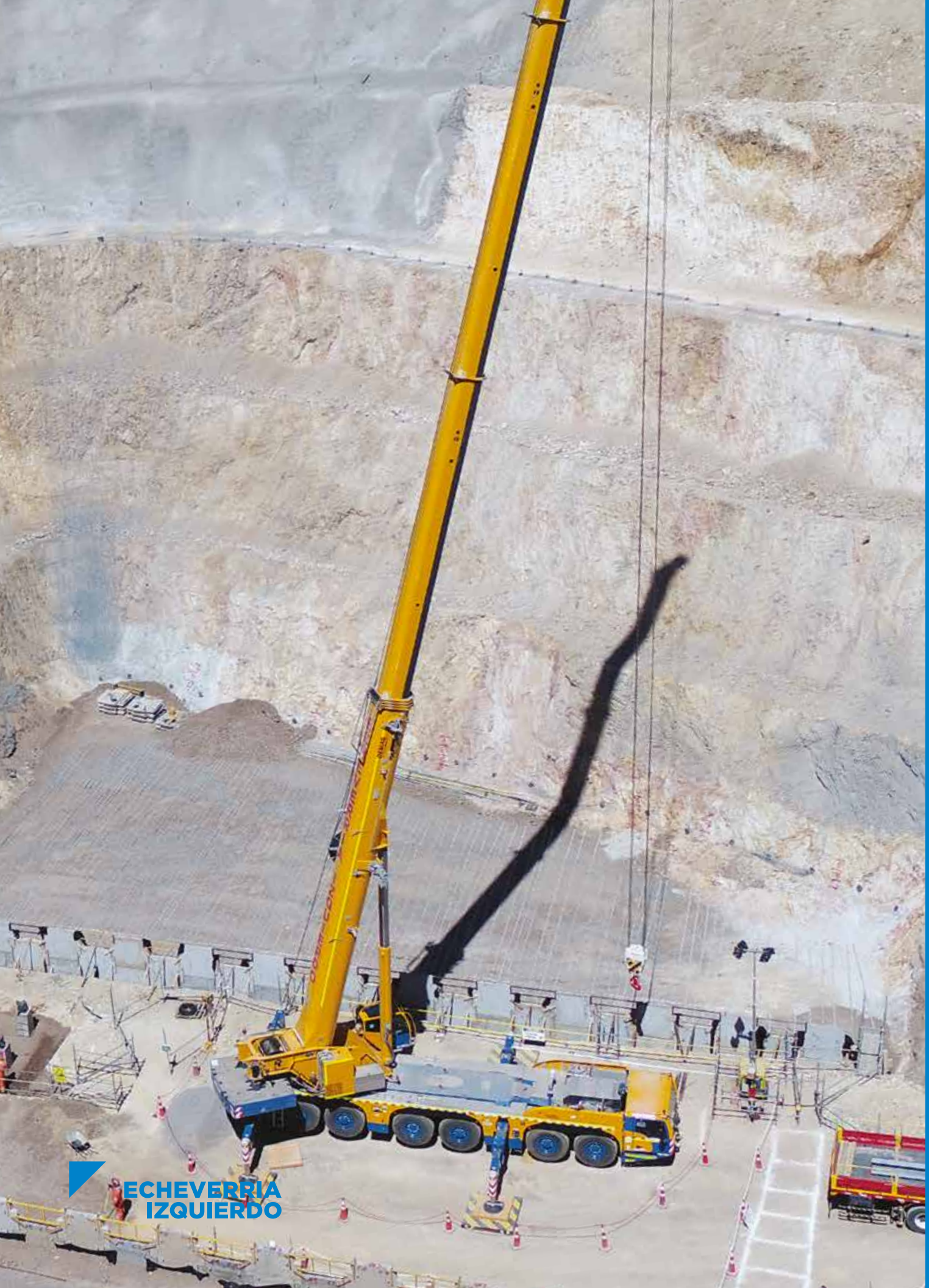
BERNARDO ECHEVERRÍA VIAL
Director
TAX ID 6.638.550-7

FRANCISCO GUTIÉRREZ PHILIPPI
Director
TAX ID 7.031.728-1

MARCELO AWAD AWAD
Director
TAX ID 6.374.984-2

PABLO IVELIC ZULUETA
Chief Executive Officer
TAX ID 10.689.120-6

ANDREA REPETTO LISBOA
Director
TAX ID 8.795.355-6



ECHEVERRIA
IZQUIERDO