



# DOMINION

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## Who are we?

We are a **global** company that provides **Multi-technological Services and end to end Projects**. We operate as a strategic partner providing our clients with integral solutions in the fields of **Industry, Technology & Telecommunications and Energy**.

Our objective is to provide comprehensive solutions that maximize the **efficiency** and **sustainability** of business processes thanks to our sectorial knowledge and the innovative **application of technology**.

Born in Bilbao in 1999, we have a unique culture and management model based on four pillars: Digitalization, Diversification, Decentralization and Financial Discipline, to which we have added a fifth, Sustainable Development. We have a presence in 35 countries, more than 1,000 clients and a team of near 12,000 people. We have an annual turnover of almost 1.2 billion euros and have been listed on the Spanish Stock Exchange since April 2016 (DOM: BME).

Our leadership is based on a **sustainable business** model that reconciles our economic results with the interests of our stakeholders, respect for the natural environment and the development of the communities where we operate.

We are a dynamic company that is very close to the trends and changing needs of today's world, where our customers' business models are in continuous evolution. And, therefore, with an international vocation and open to the incorporation of new lines of business with the mission of continuing to advance in the provision of services in different sectors and fields of activity.

Since our foundation, we have successfully integrated more than 30 companies and have developed joint ventures with international partners of reference.

## What do we do?

We always say that "**it's not what we do, but how we do it**". We were born closely linked to the telecommunications sector, 25 years ago, and in this time, we have made the leap to sectors such as industry and energy. We have done this thanks to our commitment to being the trusted partner of our clients, accompanying them in their transition towards more sustainable and efficient business models thanks to our sector knowledge and technological experience.

Our value proposition is based on 360° management of projects, from their creation and development to the provision of comprehensive operation and maintenance services, which allows us to have a global vision to ensure maximum efficiency throughout the life cycle of the project.

#### **Our Business segments:**

- **Sustainable Services:** Our services are grouped in the areas of Smart Infrastructures and Sustainable Industry. In the first, our model is based on end-to-end management of all the services that our client needs, from engineering and design to maintenance, operation and monitoring and the digitalization of processes. In the field of industrial sustainability, we offer services that allow us to reduce the environmental impact of our clients throughout the entire value chain.
- **360 Projects:** We are a Tier 1 supplier and digital expert capable of executing a project from end to end: from the design, financing and development of the project, to subsequent operation and maintenance. Among our projects, we develop industrial renewable and social impact infrastructures.

In our quarterly results we also report the income derived from our **stake in the infrastructures** we develop.

## **Our activity areas**

### **1. Industry**

We are leaders in providing industrial turnkey projects and operation and maintenance services for clients all over the world.

We combine our extensive knowledge of industrial processes with our digital transformation capabilities so as to become a benchmark partner for our clients and help them improve the efficiency and sustainability of their production and business processes.

### **2. Telecommunications**

We have extensive experience in telecommunications, which we back up with a Digital Transformation offer to assist our clients in addressing their technological goals.

Our services cover complete telecommunication system and network life cycles, from the design and implementation of technologies to their operation and maintenance.

### 3. Energy

Our services cover the entire life cycle of energy assets, from the laying of power lines and construction of renewable generation plants to their operation and maintenance.

We strive to be a global partner for our clients and to this end we implement technology to maximise the process efficiency on every country where our clients operate.

### 4. Infrastructures

We integrate technology, develop end to end projects and manage the life cycles of equipment for all types of infrastructures. With our digital platform we are also able to maximize management process efficiency for buildings, commercial premises and households by providing all the required services from a one-stop source.

## Our culture

At the core of how we do things is the foundation of our culture. The pillars of our management model: Digitalization, Diversification, Decentralization and Financial Discipline and Sustainable Development.

- › **Digitalization:** we are committed to digitalization as a tool to gain efficiency. We have the knowledge of the latest technologies to apply them in our services and projects.
- › **Diversification:** We are committed to diversification as a value proposition in order to be the client's global partner. The global nature of the company allows us to offer solutions in different productive sectors, business areas and markets. We have more than 1,000 clients and operate in more than thirty countries around the world.
- › **Decentralization:** we are committed to decentralization as the key to management close to each market and client. Our decentralized structure is marked by the scalability of its operations and the flexibility, proximity, autonomy and responsibility of its management team.

- › **Financial Discipline:** we are committed to financial discipline as a guarantee of strength and solvency. We focus on cash generation and strict discipline in both capital expenditures (Capex) and working capital, with the ultimate goal of creating value for our stakeholders in the long term.
- › **Sustainable Development:** We minimize our environmental impact and maximize the development of people and the positive impact on the environment and the communities in which we operate. But, in addition, we help our clients create more environmentally friendly business models through our activity.

In addition, we are firmly committed to continuous process improvement, to operating with transparency, responsibility and safety, and to promoting the participation, involvement and collaborative work of our human capital.

Empowerment, training and continuous education of our team and commitment to people are also the pillars on which the company's model is based. The safety of our employees has always been, and must continue to be, a priority. We work in many places around the world in a multitude of different activities, with a common goal: **Zero Accidents**.

Respect for the environment and the sustainability of the natural environment in which we carry out our projects and operations are an indispensable element of our roadmap.

## Strategic Plan 2023-2026

The high visibility of the compliance of our previous plan, our evolution as a company and the uncertainty and new market trends - marked by the energy, industrial and digital transitions- have led us to present a new Strategic Plan in 2023. In it, we set an annual growth objective of 7% of our EBITDA and 9% in cash generation until 2026.

The new plan is based on three concepts: Simplicity, Recurrence and Sustainability. On the one hand, we have wanted to **simplify** how we report our activity, placing emphasis on the essence of who we are and what we want to be, a facilitator of the transition towards a more sustainable economy through our services and projects (reporting these two segments of business).

Within the 360 approach that we apply in our projects, we include financing solutions that protect industrial margins and allow a long-term relationship with our clients, which allows us to increase **recurrence**, something essential in the uncertain times we live in. This activity

results in the taking of minority stakes in renewable and social impact infrastructures, which we also report in our results reports.

Regarding **sustainability**, it has been very present in our new strategic plan. Our Sustainability Strategy is based on BEING and DOING. Being a more sustainable company by minimizing our impact and doing, heading towards being a 100% 360<sup>o</sup> Sustainable company, providing solutions that improve the sustainability of our clients throughout the entire value chain.

## FY 2023 Results

On February 2024, we presented the results for 2023 with an organic growth in sales of 5% and 43% in our net profit compared to the same period in 2022. Specifically, the company has registered a turnover of €1,193M and a net profit of €44M, in a year that also has been marked by the increase in financial expenses.

The company highlights, above all, the high operating leverage with a growth of 18% in its EBITDA, which reaches €145M and a percentage of sales of 12.2%, exceeding 12 percentage points for the first time. DOMINION achieves this number despite the specific costs of restructuring business areas carried out during the year; without them, the company's recurring activity reaches an EBITDA of €150M.

The company has generated €71M of cash flow, meeting the objective established in the new strategic plan, which has allowed them to make progress in reducing its debt.

**Sustainable Services** reached sales of €824M despite the business restructuring that has occurred in this segment. **360 Projects** reached sales of €351M and continues to record very high margins, above the set objectives. Currently, DOMINION accumulates a stable project portfolio of €624M with renewable energy projects, social infrastructures such as hospitals and industrial infrastructures.

## Anton Pradera (president)

President of DOMINION since 2004, he has been present in the company since its inception.

From his vision comes a very defined company culture and a commitment to technology as an enabling tool to carry out multiple activities from the same company in a transversal way in very different sectors, putting the focus and value in a very diversified activity.



He was in charge of the company's IPO in 2016, leading the company to take a quality step in its growth and expansion process, to become a benchmark company in the provision of integral services.

## Mikel Barandiaran (CEO)

Founder of the company in 1999 and at the head of the company since 2004, Mikel Barandiaran, CEO of DOMINION and one of the main shareholders, has become the best ambassador of the company and a reference opinion in the technology sector.

In his ideology, he emphasizes the importance of betting on a global vision of the capabilities and challenges of the market and the vigilance of its constant transformation.



In this way, Mikel Barandiaran defines DOMINION as a technological services company leveraged on comprehensive projects, which applies technology and innovation to improve production processes, to make them more efficient and sustainable. A transversal company that uses technology to generate efficiency.



## Outstanding projects

DOMINION has been able to take advantage of technology to efficiently address projects that have marked a before and after in the company's history, such as:

### Energy

- › [Biomass plant \(Argentina\)](#): developed a turnkey 18 MW biomass plant in Santa Rosa, Argentina, from design to commissioning of the infrastructure.
- › [ENEL distribution line \(Colombia, Perú, Chile\)](#): Since 2019, we have been carrying out deployment, commissioning and maintenance of medium and low voltage power grids for ENEL in Chile, Colombia and Peru.
- › [El soco photovoltaic park \(Dominican Republic\)](#): we have been in charge of the development and commissioning of the wind farm with a contracted power of 50MW nominal, which will inject more than 130 million kWh into the grid and will avoid the emission of more than 60,000 tons of CO2 per year.
- › [Integral deployment of a transmission line \(Angola\)](#): end-to-end management, from financing structuring to infrastructure deployment, of the construction of a 253 km power transmission line in Angola. This is one of the most important power transmission projects being developed in sub-Saharan Africa.

### Telecommunications

- › [The deployment of optical fiber throughout Spain](#): fiber optic deployment for some of the main operators in Spain, helping to make Spain one of the countries with the best internet connection in the world.
- › [Integrated management of the logistics process for MásMóvil \(Spain\)](#): 360º management of its logistics process to the fastest growing telephone operator in Spain, ensuring maximum efficiency in this area and enabling it to focus its efforts on its main objective: to attract new customers and offer them the best service.

## Infrastructures

- › [Technological integration at Hospital Sant Joan Despí \(Spain\)](#): Management of the design and commissioning of the medical equipment and technological infrastructures of the Sant Joan Despí multipurpose hospital in Barcelona in only 20 weeks.
- › [O&M services for FC Barcelona's facilities](#): maintenance service and integral operation of the facilities of Futbol club Barcelona (Camp Nou, Palau Blaugrana, ice rink, main offices, member services offices, auditorium and exterior urbanization).
- › [Technology integration and O&M at international trade fair \(Dubai\)](#): Design, installation and commissioning of the audiovisual systems of the sustainability pavilion for Expo 2020 in Dubai.

## Industry

- › [Design, construction and O&M of industrial infrastructures \(Isla Reunión\)](#): design and construction management of two pellet storage domes for the client Albioma. Each structure has a diameter of 50m and a height of 40m and a storage capacity of 45,000 m<sup>3</sup>.
- › [Environmental cleaning and waste management services \(Spain\)](#): we are the partner of reference in the Environmental sector, we carry out the interior and exterior cleaning of tank 107 of the Cepsa Refinery Gibraltar-San Roque facilities in San Roque, minimizing risks, recovering the maximum amount of crude oil and providing efficiency and sustainability to the industry, allowing its commissioning in the shortest possible time.
- › [Refractory lining for the largest WtE plant in Europe \(Turkey\)](#): Engineering, material procurement, supply and installation of refractory lining in three boilers of the Biomass plant in Istanbul. Inspection, maintenance and repair services for the reliable operation of the plant.
- › [Control and monitoring of energy consumption for the Gonvarri Group](#): Energy consumption control and monitoring solution for one of the main international automotive component manufacturers, allowing them to maximize the energy efficiency of 17 of their plants distributed in 9 countries.