



DOMINION

# Mid Term Financial Report 9 months 2021

27th OCTOBER 2021

## DISCLAIMER

- This document has been prepared by Global Dominion Access, S.A. ("Dominion"), and is for information purposes only. No reliance may or should be placed for any purposes whatsoever on the information contained in this document or on its completeness, accuracy or fairness. This document and the information contained herein are strictly confidential and are being shown to you solely for your information. The information may not be copied, distributed, reproduced or passed on, directly or indirectly, in whole or in part, or disclosed by any recipient, to any other person (whether within or outside such person's organization or firm) or published in whole or in part, for any purpose or under any circumstances.
- This document is an advertisement and not a prospectus for the purposes of applicable measures implementing EU Directive 2003/71/EC (such Directive, together with any applicable implementing measures in the relevant home Member State under such Directive, the "Prospectus Directive") and as such does not constitute or form part of any offer to sell or issue or invitation to purchase or subscribe for, or any solicitation of any offer to purchase or subscribe for, any securities of Dominion or any of its affiliates or subsidiaries, nor shall it or any part of it nor the fact of its distribution form the basis of, or be relied on in connection with, any contract or investment decision. Investors should not subscribe for or purchase any securities referred to in this advertisement except on the basis of the information contained in any prospectus eventually published in accordance with the Prospectus Directive. The information and opinions contained in this document are provided as at the date of the document and are subject to change.
- This document is not an offer of securities for sale in the United States, Australia, Canada or Japan. The information contained herein does not constitute an offer of securities for sale in the United States, Australia, Canada or Japan. Securities may not be offered or sold in the United States unless they are registered or are exempt from registration. No money, securities or other consideration is being solicited and, if sent in response to the information contained herein, will not be accepted. Copies of this document are not being, and should not be, distributed or sent into the United States. This document does not constitute an offer of securities to the public in the United Kingdom or in any other jurisdiction. The distribution of this document in other jurisdictions may also be restricted by law and persons into whose possession this document comes should inform themselves about and observe any such restrictions.
- This communication may contain forward-looking information and statements on Dominion, including financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations, capital expenditures, synergies, products and services, and statements regarding future performance. Although Dominion believes that the expectations included in those forward-looking statements are reasonable, investors and shareholders are cautioned that forward-looking statements are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond the control of Dominion, that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking statements.
- Forward-looking statements are not guarantees of future performance. You are cautioned not to place undue reliance on the forward-looking statements, which speak only as of the date they were made. Except as required by applicable law, Dominion does not undertake any obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.
- The information and opinions contained in this document are provided as at the date of the document and are subject to verification, completion and change without notice. Neither Dominion nor any of its parent or subsidiary undertakings, or the subsidiary undertakings of any such parent undertakings, or any of such person's respective directors, officers, employees, agents, affiliates or advisers, undertakes any obligation to amend, correct or update this document or to provide the recipient with access to any additional information that may arise in connection with it.

## 2021 9 months P&amp;L evolution

We are **growing at high rates compared to 2019**, with growth levels **above the historical average**.

(€m)	2019 9M	2021 9M vs 2019 9M	2020 9M	2021 9M vs 2020 9M	2021 9M
Turnover	807.3		712.8		832.0
Adjusted Turnover <sup>(1)</sup>	654.6	<b>15%</b>	613.8	<b>23%</b>	752.2
EBITDA <sup>(2)</sup>	71.7	<b>12%</b>	48.2	<b>67%</b>	80.6
% EBITDA on Turnover	<b>11.0%</b>		<b>7.9%</b>		<b>10.7%</b>
EBITA <sup>(2)</sup>	40.5	<b>17%</b>	16.8	<b>183%</b>	47.4
% EBITA on Turnover	<b>6.2%</b>		<b>2.7%</b>		<b>6.3%</b>
EBIT <sup>(2)</sup>	36.8	<b>21%</b>	13.4	<b>232%</b>	44.5
% EBIT on Turnover	<b>5.6%</b>		<b>2.2%</b>		<b>5.9%</b>
Net Income <sup>(3)</sup>	24.7	<b>22%</b>	4.1	<b>644%</b>	<b>30.2</b>
% Net Income on Turnover	<b>3.8%</b>		<b>0.7%</b>		<b>4.0%</b>

(1) Scope of consolidation changes compared to 9M 2020 due to: i) the exclusion of 6 months' results of Telco services activities divested in 2020; ii) the inclusion of 9 months of bolt-on acquisitions carried out in 2020; and iii) the inclusion of 8 months of Tankiac and 6 months of MINISO (2021 acquisitions).

(2) The scope of consolidation varies compared to 9M 2019 due to: i) the exclusion of the results of 6 months of Telco services activities (divested in 2020) and 9 months of non-strategic IT activities (divested in 2019); ii) the inclusion of 8 months of Tankiac and 6 months of MINISO (acquisitions 2021); 9 months of bolt-on acquisitions carried out in 2020; and 1 month of Bygging India and 2 months of Alterna (acquisitions 2019).

# Highlights\_

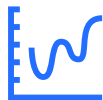


2021 is set to be a record year.

The average growth rates are well above the historical average, due to the **strong push of 360 Projects**. Additionally, **B2B Services recovers and surpasses pre-Covid levels**.



## Sales



Compared to 2020 9M, **organic** growth of **+23%** in constant currency.

The inorganic effect is positive (+0.6%) and the FOREX effect is negative (-1%).

**Compared to 2019 9M**, **+18% organic** growth. Inorganic effect c. zero (-0.1%) and a negative FOREX effect (-3%).

## Margins



### Operating leverage:

+12% EBITDA, +17% EBITA y +21% EBIT vs 2019 9M.

High margin levels in the B2B segment, which continue to grow compared to the first half of the year, are **particularly noteworthy**.

## Net Income

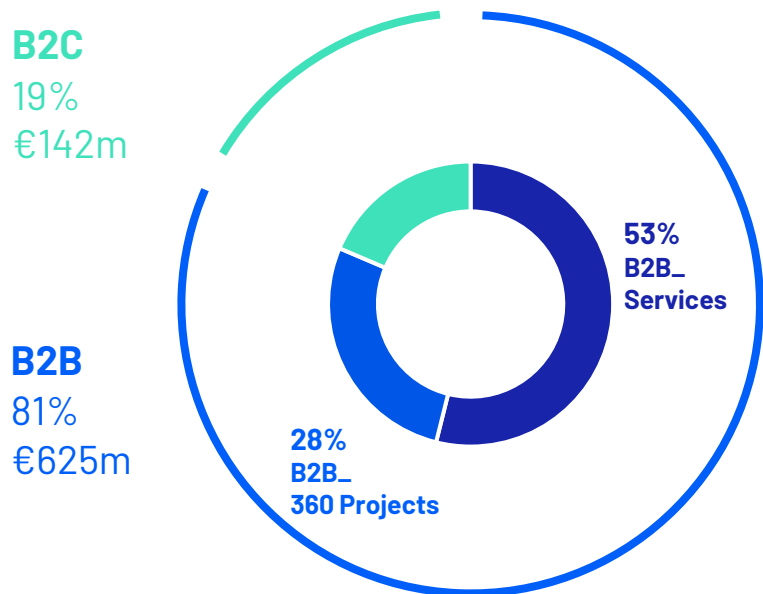


Net profit of 30 €m, which is an **all-time high figure**.

Growing **+22% compared to 2019 9M**.

## Adjusted Turnover<sup>(1)</sup> distribution by segment

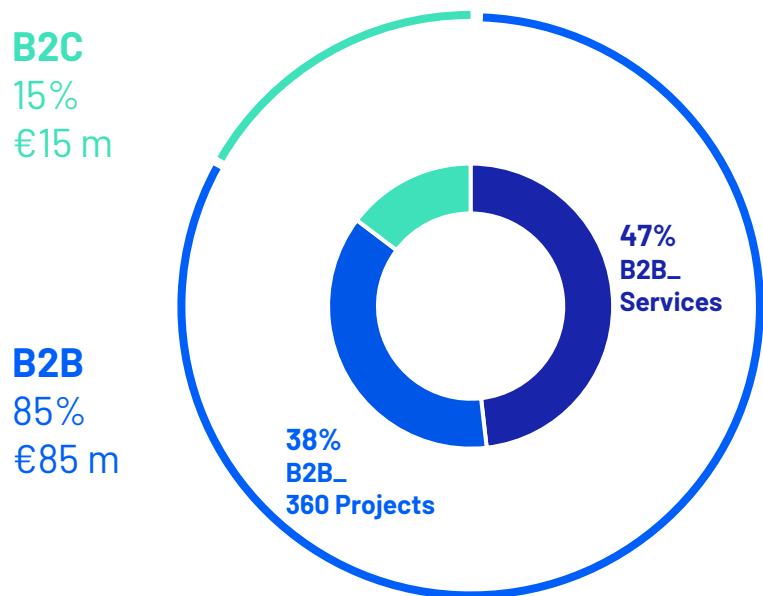
Double digit growth compared to 2020, as well as to 2019, in all segments.



	2020 9M		2021 9M
<b>B2B_Services</b>	€305.7 m	+30%	€398.9 m
<b>B2B_360 Projects</b>	€189.5 m	+11%	€210.9 m
<b>B2C</b>	€118.6 m	+20%	€142.4 m

## Contribution margin<sup>(4)</sup> distribution by segment\_

Contribution margin **reaches record levels** in all segments.



	2020 9M		2021 9M
<b>B2B_ Services</b>	€32.6 m	+44%	€47.0 m
<b>B2B_ 360 Projects</b>	€31.6 m	+20%	€38.0 m
<b>B2C</b>	€2.8 m	430%	€14.7 m

## B2B Segment in detail

### B2B\_ Services

11.8%  
CM on Turnover

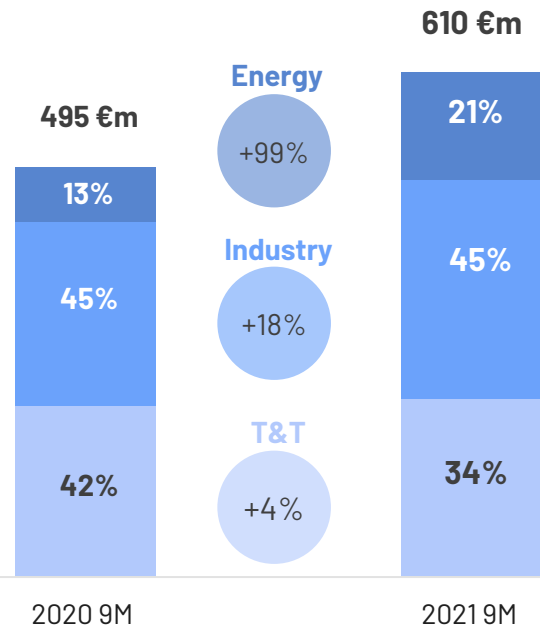
- **Strong growth** continues, well above the historical average.
- Sales **grew organically** at **double digit**, both compared to 9M 2020 and 9M 2019 (+10%), **consolidating the segment's growth potential**.
- **Margins reached strategic levels** in the last two quarters (12.6% in Q2 and Q3).

### B2B\_ 360 Projects

18.0%  
CM on Turnover

- Sales **growing at double-digit rates**, driven by the growth of executions.
- **Margins continue to be above strategic targets**, with Q3 CM at 18.9%.
- The **carterization** and **enhancement plans for the renewables project** continue.

### Turnover<sup>(1)</sup> by activity field



## B2C Segment in detail

### B2C

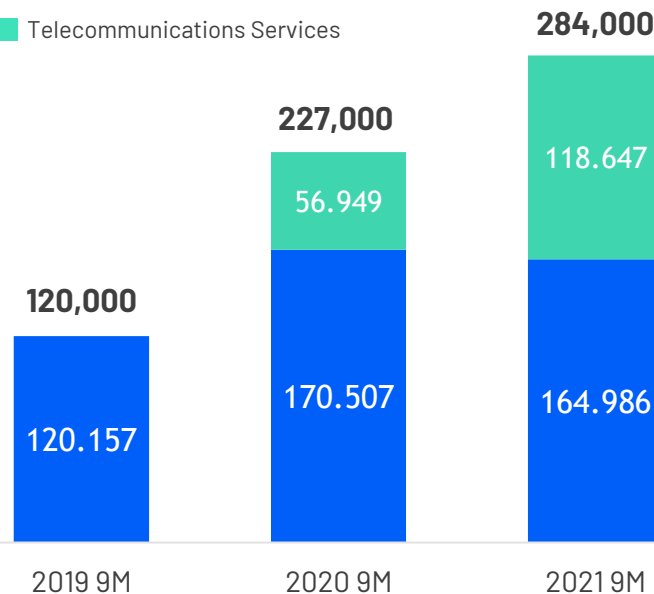
**284,000  
Active  
Services**

- YoY total service base growth (+56.000 net new services)
- The rate of acquisition in the telecommunications vertical is increasing.
- In Energy, there was a slight correction in the number of active services due to the turbulent situation in the energy market, which caused a temporary increase in the churn rate and adjustments in the portfolio due to non-payments.
- Contribution margin remains stable in figure and sales grow driven by the high price of energy, leading to a reduction in the margin's percentage on sales.
- A year of transformation for the segment, which continues to suffer from the failure to fully recover consumption habits in the physical channel, the transformation of the client acquisition channels and the convulsions in the energy market.

### No. of services by type of supply

Energy Services

Telecommunications Services





# 2021 Perspectives\_

In view of the results obtained...

# 2021

... we reaffirm our previously announced objectives.

By **2021**, we will be **well above pre-Covid** levels of activity and profitability

... **growing vs 2019** above strategic plan **targets**

Strategic Plan  
Objectives

**Sales**

>5%

**Double-digit** growth

**EBITA**

>10%

Growth **>10%**

**Net Income**

>20%

Growth **>25%**

... and with a generation of

**free operating cash >75% EBITA**

## Share buy-back programme\_



We have completed the "2020 Share buy-back programme" and will redeem 5% of the treasury shares acquired.

No. of current shares	169,496,963
No. of treasury shares	8,795,186
Repurchase program shares (5%)	8,475,000
Previous treasury shares (0.19%)	320,186
No. of post-amortization shares	160,701,777



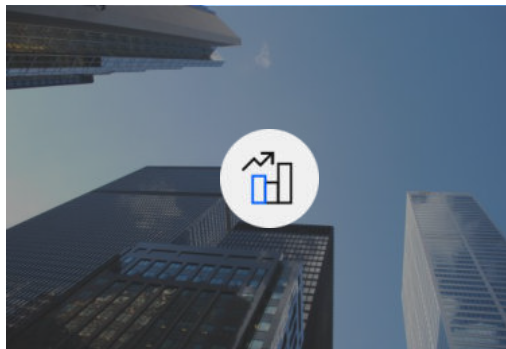
Result:  
**EPS + 5.47%**



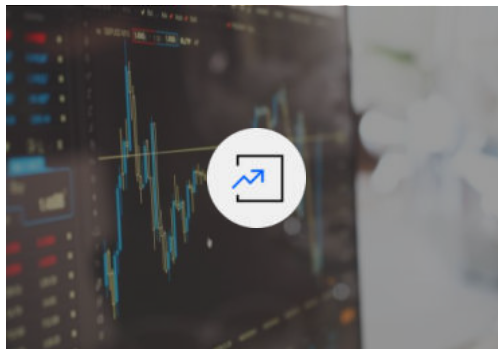
We will launch a **new share buy-back programme** for an additional 5% of the company's shares

## Committed to generating value for our shareholders\_

*The Strategic 2019-2023 Plan creates value and rewards shareholders through*



**Net Income growth,**  
which will double EPS  
( $>0.4\text{€}$  per share)



**Share buy-back programme,**  
which will increase EPS by more than  
10%.



**The distribution of  $> \text{€}65\text{m}$  as  
dividend**  
(1/3 of every year net income)

## Q3 Results and comparative performance\_

(€m)	2019 Q3	2021 Q3 vs 2019 Q3	2020 Q3	2021 Q3 vs 2020 Q3	2021 Q3
Turnover	281.8		248.8		268.9
Adjusted Turnover <sup>(1)</sup>	229.6	8%	211.0	18%	248.4
EBITDA <sup>(2)</sup>	26,1	7%	18.2	53%	27.8
% EBITDA on Turnover	11.4%		8.6%		11.2%
EBITA <sup>(2)</sup>	16.7	-2%	6.8	143%	16.4
% EBITA on Turnover	7.3%		3.2%		6.6%
EBIT <sup>(2)</sup>	15.5	-1%	5.6	173%	15.4
% EBIT on Turnover	6.7%		2.7%		6.2%
Net Income <sup>(3)</sup>	10.2	10%	3.2	252%	11.2
% Result on Turnover	4.4%		1.5%		4.5%

## Appendix\_

- (1) Adjusted turnover:** Annual Accounts Turnover without revenues from sold devices
- (2) EBITDA:** Net Operating Income + Depreciation  
**EBITA:** Net Operating Income + PPA's  
**EBIT:** Net Operating Income
- (3) Net Income:** if not indicated otherwise, it refers to the Net Income from continuing operations
- (4) Contribution Margin (CM):** EBITDA before corporate structure and central administration costs
- (5) Net Financial Debt:** Financial Debt (Long and short Term) +/- Derivative financial instruments – Cash and Short-Term Investments
- (6) Free Operating Cash Flow:** EBITDA – difference between CAPEX and Amortization – NWC variation – Net Financial Income – Tax payment; (acquisitions excluded)
- (7) RONA:**  $EBITA / (\text{Total non-current assets} - \text{Deferred assets} - \text{Goodwill not associated to cash} + \text{PPAs amortization current year} + \text{Net WC})$ ; excluded acquisitions of the year).
- (8) WC:** Working capital

We help our clients transform to become more efficient.

We apply technology to make this happen.

We are DOMINION.



**Headquarters**

Ibáñez de Bilbao. 28 8º A y B

48009 BILBAO (SPAIN)

Phone: (+34) 944 793 787

[dominion-global.com](https://www.dominion-global.com)

© DOMINION 2021