



**DOMINION**

Company presentation  
January 2015

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*Company Presentation*

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# /1 *What are we?*

## *Dominion is suma*

The sum of Solutions and Services. A global corporation present in more than 25 countries, with more than 1.000 clients and a team of more than 6.000 persons.

We transform data into Intelligence. We challenge the Status Quo innovating in an intelligent way to make our clients' productive processes more efficient.

Dominion is the addition of Smart Innovation, Lean Structures and Transversality, our strategic value drivers.



# *Our Vision*

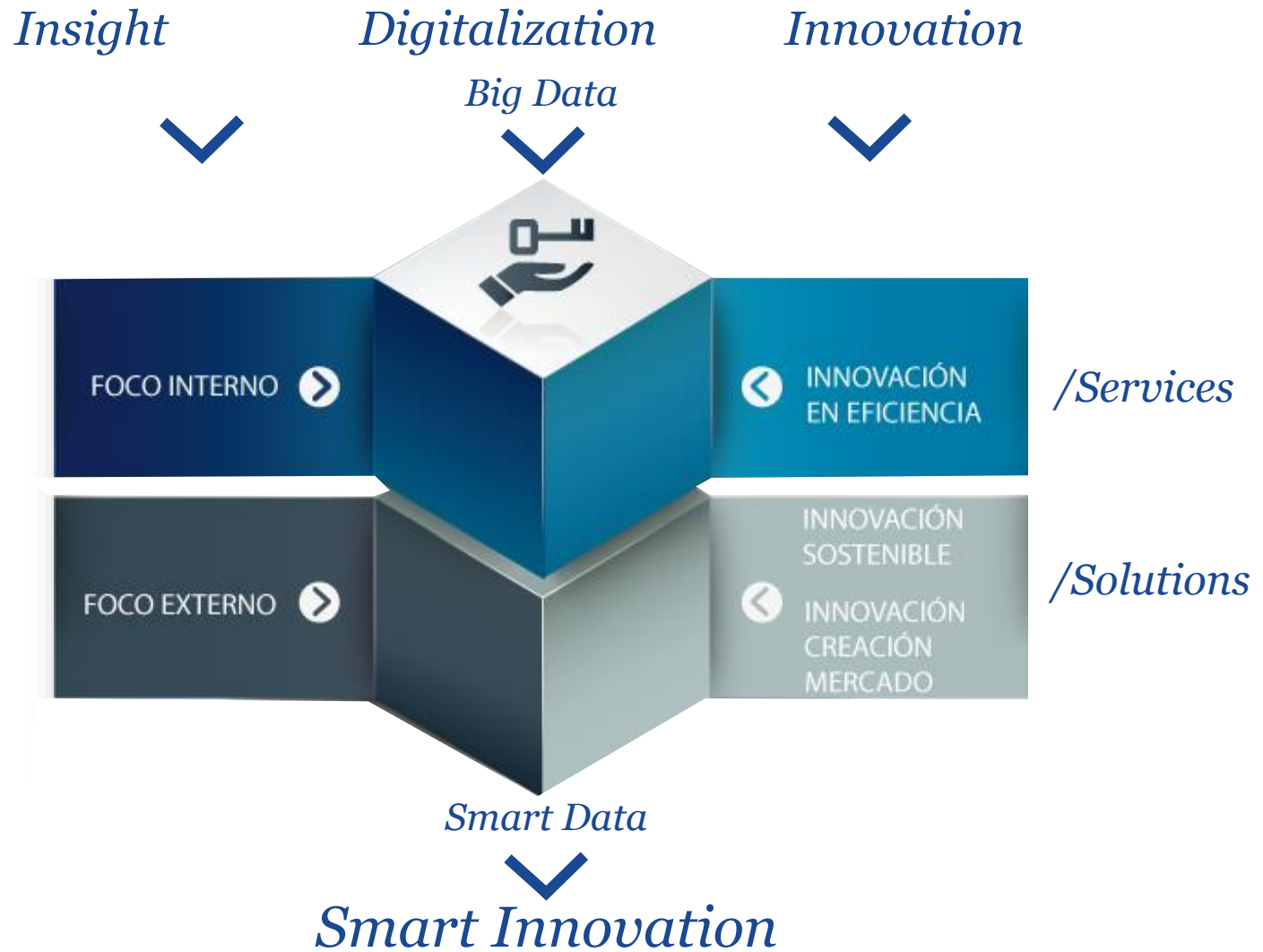
## *The Digital Revolution*

- \_is changing the Status Quo
- \_the society is being affected
- \_is irreversible

Day after day there are more data, faster, bigger variety... (*Big Data*)

*This is the moment to turn data into intelligence applied to business*

# Our DNA



## SERVICES

*Efficiency innovation*

---

**Focus:** Recourses Management

*Contribution margin*      

---

 >10%

## SOLUTIONS

*Product innovation*

---

**Focus:** Improving clients' efficiency

*Contribution margin*      

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 >15%



## SERVICES

*Efficiency innovation*

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## SOLUTIONS

*Product innovation*

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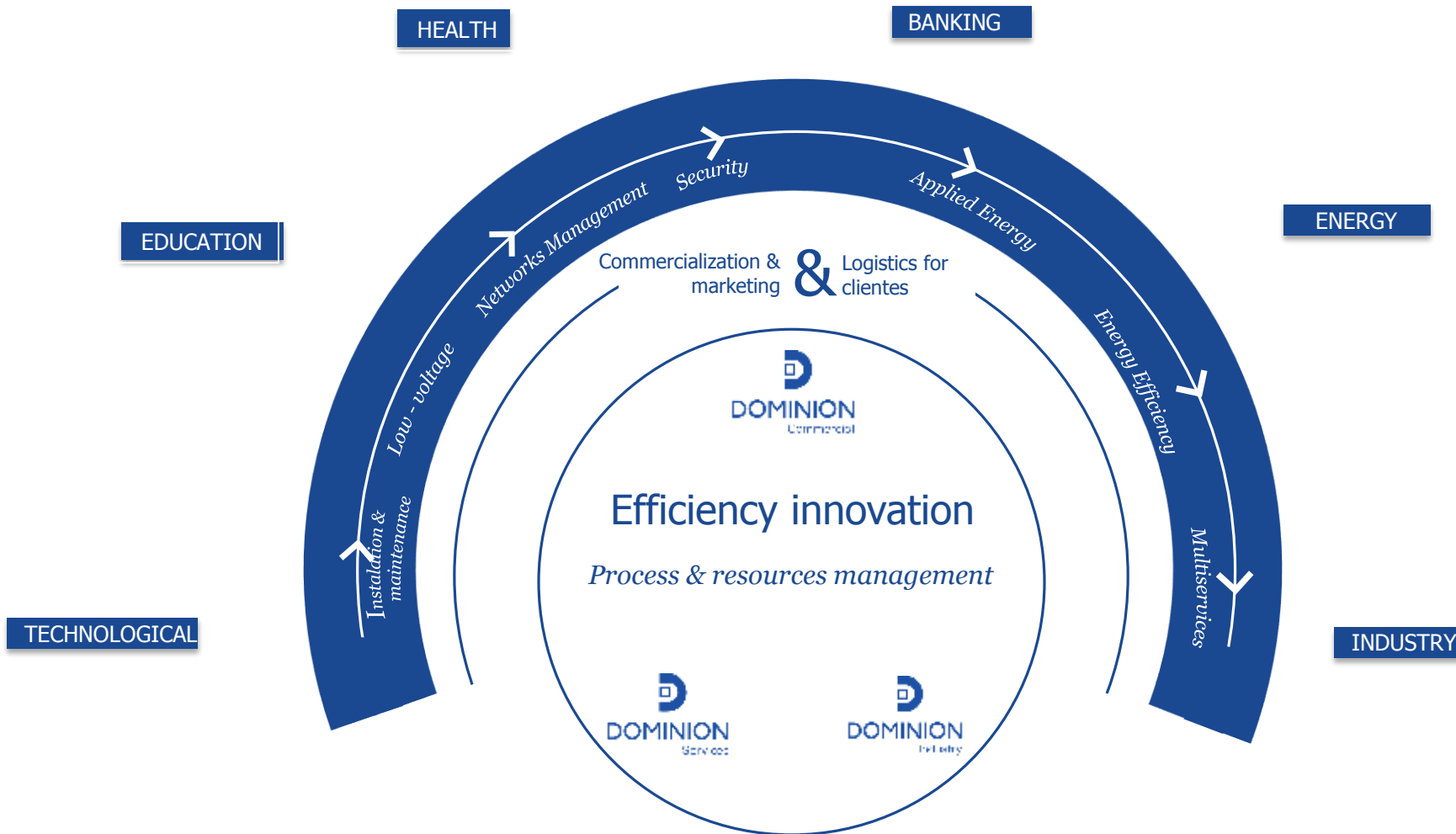
*Our business model*

**/SERVICES**



# SERVICES (Outsourcing)

*Efficiency innovation*



# SERVICES

*Our criteria for services management*

## *Our CHALLENGES:*

Achieving more **efficient** processes, integrated with the client's systems.

### Excellence in **execution**:

- Better practice by countries and sectors.
- Permanent technological update.
- Adequate risk management.
- Return: RONAs > 20%.

**Integration** with Solutions.

## *Our ANSWERS:*

- **Smart Innovation** model: capacity and knowledge.
- **Cost vs Price.**
- **Technological platforms.** Integrated CCC Centres (Command, Control and Communication).
- **Global** Presence (5.000 persons).
- **Quality** excellence and workplace **safety.**
- Identical requirements applied to **subcontractors.**
- **Controlling** tools safeguard performance and economic efficiency.
- **Common Knowledge** Platforms



*Our business  
model*

**/SOLUTIONS**



# SOLUCIONES

*Product  
Innovation*



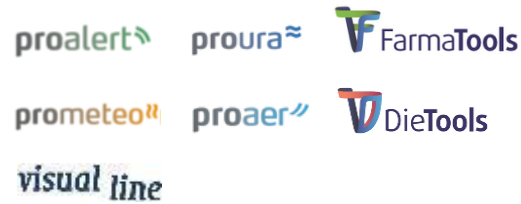
- **Client Knowledge:**  
| Collaboration for project **design**

- **Technological knowledge:**

Technological Partners



R+D+i



- **Financial knowledge and capacity:**

| **Financial** alternatives.

| **Participation and assurance** capacity.

- **Project management knowledge:**

| **Full process** monitorization.

| Logistics

| Maintenance, warranty and operation  
**(O+M)**

INDUSTRY

ENERGY

PUBLIC ADMIN.

HEALTH

BANKING

# SOLUTIONS

*Our management criteria in solutions*

## *Our CHALLENGES:*

Permanent need to develop more **efficient** production processes.

Heterogeneous **competition**.

**Financial strength** to access big projects.

Integral project execution **guarantee**.

**Integration** with Services.

## *Our ANSWERS:*

Proved model of **Technological Vitality**, combining knowledge and technology.

Clear commitment to **R+D+i**.

High generation of commercial opportunities:

- **Global** presence.
- **Partners** identify us for their projects.

Financial **size and soundness**.

Excellence in execution.

**Flexibility** in the "go to market": own brand, integrators, joint ventures, concessions ...

**Platforms** of common knowledge



# OUR INTELLIGENCE MODEL

## R+D+i RESOURCES

*2 technological centres*

*Strategic alliances:*



## KNOWLEDGE BUYERS



## PARTNERS SUPPORT



INNOVATION + INTELLIGENCE + DIGITALIZATION =  
*Smart Innovation*

## CLIENT

*We add value to the Client's  
productive process*



## EXCELLENCE IN MANAGEMENT

- ❑ Global and online organizational model, by division and countries, guaranteeing communication and capillarity.
- ❑ “Vital few vs trivial many”: multipurpose management with a common efficiency culture.
- ❑ Flexibility: (Subcontracting).
- ❑ Capacity and knowledge to integrate new contribution margin.
- ❑ Simple management procedures and tools.
- ❑ Cash flow as a key management parameter.
- ❑ Central Management expenditure < 1% sales.

*A culture oriented to Results and Growth*

---



# Conclusion

*Dominion is suma*

Digitalization

/ Data

/ Sensorization

+

Intelligence

/ knowledge

/ Expertise

+

Innovation

/ Processes

/ Product

=

*Smart Innovation*

*Smart Innovation applied to  
efficiency of productive  
processes*





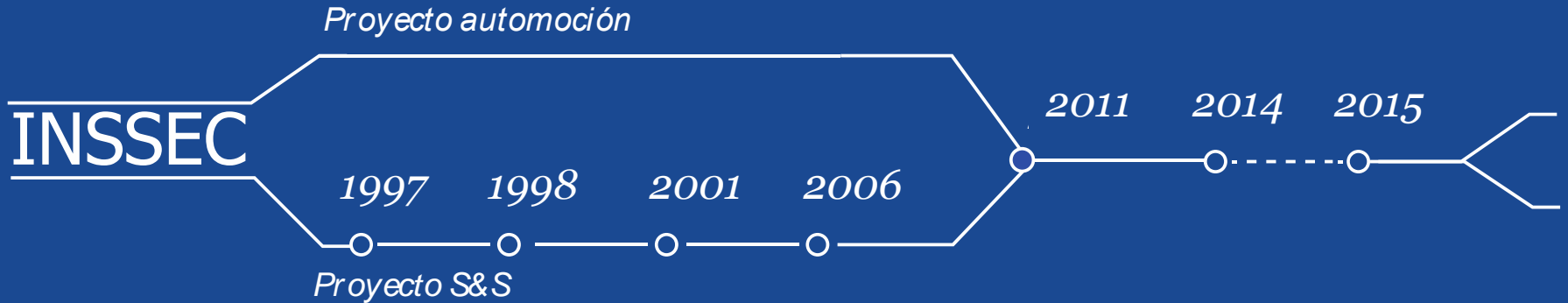
# /2 *Company Background*

ADDING KNOWLEDGE



# Our evolution

*Completion of the S&S Project planned in 1999 with the creation of DOMINION within INSSEC*



**1997**

*Inssec*

INSSEC sets up BEROA and buys KARRENA

**1998**

*Birth of Dominion*

Strategic decision: commitment to Technology. Smart Innovation project. DOMINION is born.

**2001**

*Expansion*

International expansion. Opening of Mexico branch

**2006**

*Projects*

First big international projects in Health, Environment and Education.

**2011**

*Merger*

Merger INSSEC-CIE. Integration of DOMINION Solutions y Services.

**2014**

*Beroa*

DOMINION acquires BEROA, incorporating the latter to their Smart Innovation project

**2015**

*Near and Bilcan*

DOMINION incorporates Digital Solutions (NEAR) and Commercial Services (BILCAN), consolidating its Smart Innovation project

# Our history

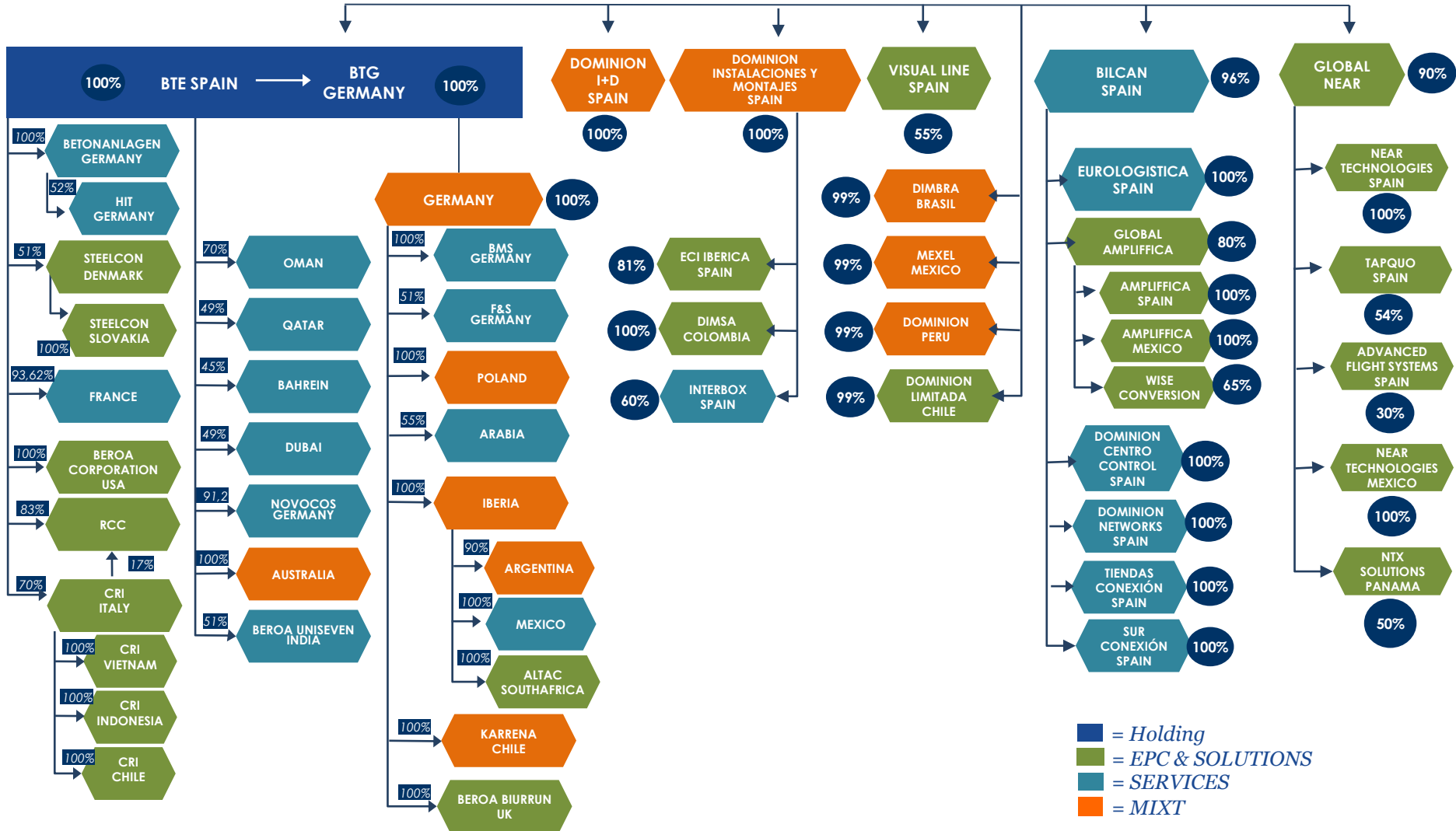
*/integrating knowledge*

- Mixed
- Services
- Solutions



# Our Companies

## GLOBAL DOMINION ACCESS S.A.



■ = Holding  
■ = EPC & SOLUTIONS  
■ = SERVICES  
■ = MIXT

# Our shareholders 2015\*

## Global Dominion Acces S.A.

62,95% + 37,05%

CIE

Executives  
and others

INSSEC DOS	16,97%
CARTERA E INVERSIONES BLASTER	7,40%
SERVIT	5,83%
TOWER VALLEY	5,02%
FRANCISCO RIONEGRO	0,42%
AUTOCARTERA	1,41%





|3

# *Clients and presence*

ADDING GLOBALLY



# Our clients





# A global company



We have solid presence in 28 countries:

- ▶▶ Excellent positioning in the area of Technological Services, with guaranteed recurrence.
- ▶▶ World leader in different fields of Industrial Services.
- ▶▶ Leadership in projects and EPCs covering hospitals, environmental contingencies management, industrial furnaces, solar towers...



# Our geographical presence in Europe

France\_Germany\_Italy\_Poland\_Portugal  
Spain\_UK\_Denmark\_Slovakia

Headquarters in Spain.

**Presence in** France, Germany, Italy, Poland, Portugal, Great Britain, Denmark and Slovakia.

Extensive **experience** (100 years in Germany) with engineering centres in Germany and Spain.

High **acknowledgement** by clients.

**Leadership** in Services in different sectors.

Some notable **Solutions and EPCs:**

- Battersea renovation project
- Torresol and PS20 Solar Towers
- Bigger furnace: Schweigem (ThyssenKrupp)
- Hospital pharmacy and dietetics



# Our geographical presence in America

*USA\_México\_Argentina\_Chile  
Peru\_Colombia\_Brazil\_Honduras\_Panama*

Present since 2003.

**Presence:** USA, Mexico, Argentina, Chile, Peru, Colombia, Brazil, Honduras and Panama.

**Leader** in Technological Services in Brazil, Mexico and Peru.

EPCs **projects** and Solutions executed in almost all the continent countries, highlighting, among others:

- TONOPAH Solar Tower (Texas).
- Hospitals in Santiago de Chile, Antofagasta (a 15 year concession), Honduras and Jujuy (Argentina).
- Environmental contingency management in Venezuela and Honduras.
- Partnership with Danaher in Mexico.
- Banking security in Mexico.
- Industrial projects, furnaces, high structures in USA, Argentina, Chile, Peru, Colombia and Mexico.



# Our geographical presence in Asia and Oceania

*India\_Australia\_Oman\_Saudi Arabia  
Bahrain\_Qatar\_United Arab Emirates  
Vietnam\_Indonesia*

Focused on the following regions:

**Presence:** Australia, India, Indonesia, Vietnam, Oman, Saudi Arabia, Bahrain, Qatar, United Arab Emirates.



## **Arabia & The Gulf:**

- Important track record of EPCs and industrial services.
- Extraordinary possibilities for our global offer of Solutions and Services.

## **India:**

- Local presence for refractory market.
- Developing EPCs opportunities together with our shareholder *Mahindra*.

## **Australia:**

- Leading position in the refractory market.

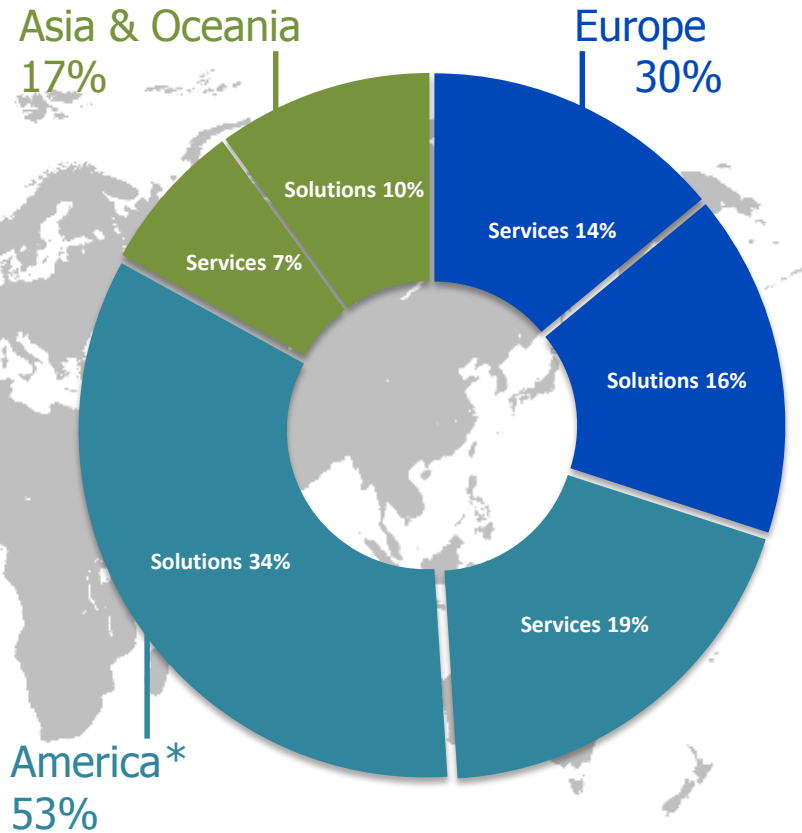
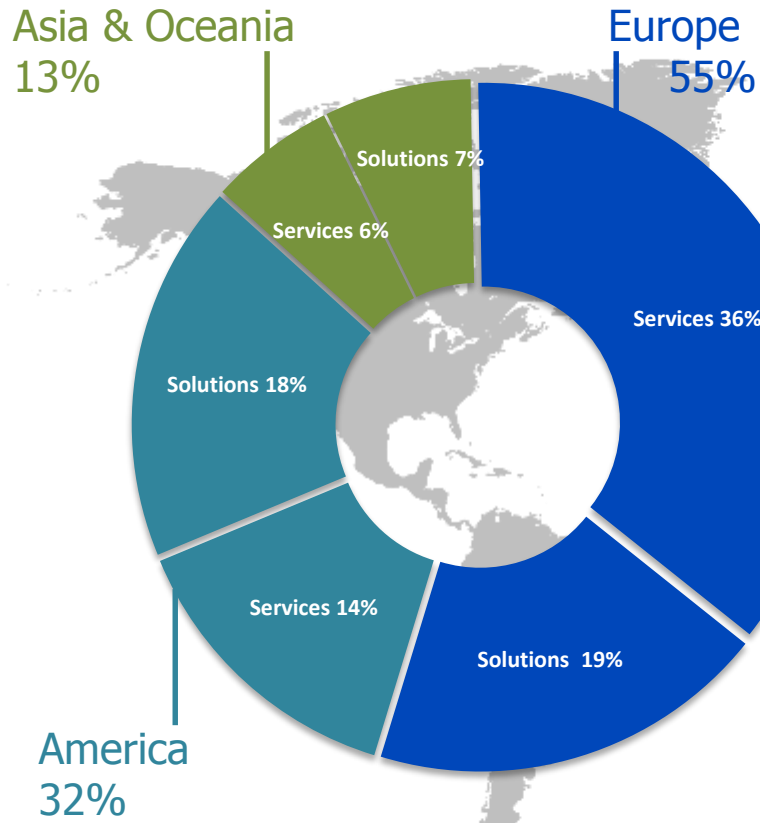
## **Others:**

- Execution of the Beijing Exhibition Center project.

# DIVERSIFICATION A BASIC OBJECTIVE

SALES  
2015

CONTRIBUTION MARGIN  
2015



\* Weight of Brazil on total Contribution Margin: 9.2%.

Big number of clientes (> 1.000).

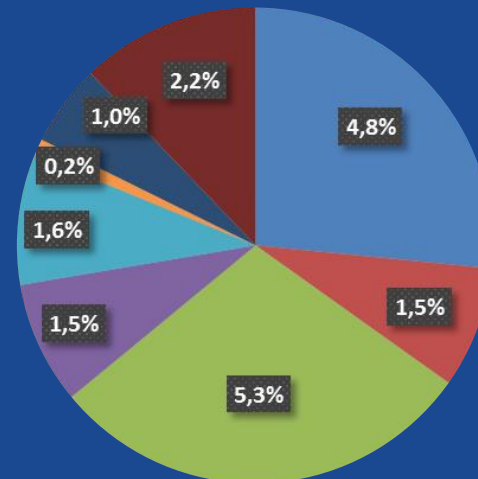
None of which exceeds 4% s/turnover, with the exception of Telefonica, as a group, with a 18%.

Our principal clients and suppliers are market leaders in their respective markets and all together draw up a balanced and diversified group.

*The virtue of being able to say “no”*

## Telefonica's case

Preferential and global partner  
We are multiservices and multilocation.  
From 18% we come to 5% s/turnover.



- *Telefónica Soluciones Outsourcing (España)*
- *Telesp (Brasil)*
- *Telesp GO (Brasil)*
- *VIVO*
- *TVA*
- *Telefónica México*
- *Telefónica Perú*





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# *Our team*

ADDING TALENT

# *Integrating teams*

*A big team of 6.000 players*

+

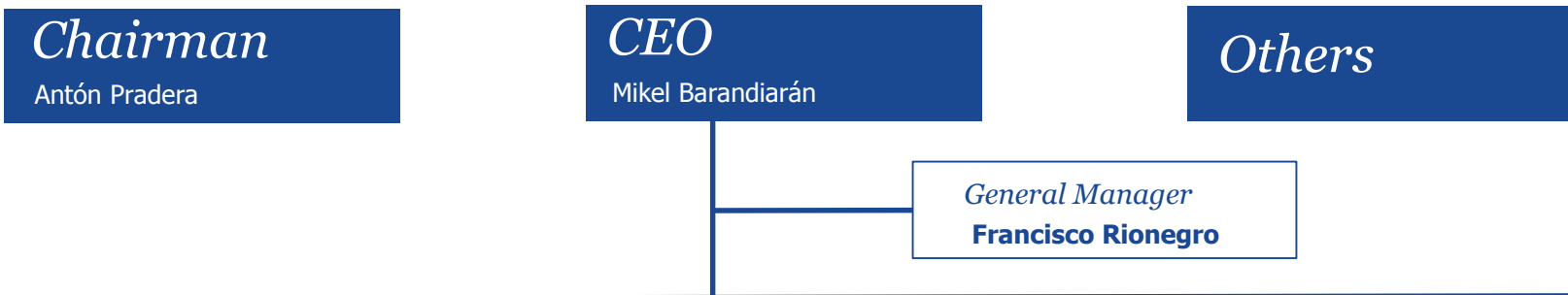
*Management*





# Our management team

**/ BOARD OF DIRECTORS**



**Services**

- 
**Technological**  
**Lydia Mateo**
- 
**Industrial**  
**Jorge Álvarez**
- 
**Commercial**  
**Alfredo Pérez**

**Solutions**

- 
**EPCs**  
**Francisco Rionegro**
- 
**Technological**  
**Nic Sánchez**
- 
**Digital**  
**Juanan Goñi**

**FINANCE & LEGAL**  
**Mikel Uriarte**

**HR**  
**Carmen Gómez**

**STRATEGY & PLANNING**  
**Roberto Tobillas**

*/“Businessmen” with global responsibility up to the contribution margin*

*/Knowledge and efficiency in resources, oriented to business areas*



*Antón Pradera*

## CHAIRMAN

---

More than 35 years in different sectors: banking, automotive and technology, among others.

Before BBVA, Nerisa, Seat (Group VW).

CEO of INSSEC from 1995 to 2010.  
Chairman CIE from 2002.  
Chairman Dominion from 2004.

Civil Engineer.

*Mikel Barandiarán*

## CEO

---

More than 30 years in the sector.

Before Robotiker, Trokenor and Landata.

Founder of Dominion.  
Different responsibilities in Dominion Group.  
CEO from 2003.

Industrial Engineer.

*Francisco Rionegro*

## GENERAL MANAGER

---

More than 25 years in the sector.

Before Rittmeyer and Nokia.

In Dominion since its creation.  
Operations responsible in different divisions in Dominion.

Telecommunications engineer.



# MANAGEMENT COMITEE

*Lydia Mateo*  
Technological Services

More that 35 years in the sector,  
Different responsibilities in Telefonica during 25 years, such as COO.  
In Dominion since 2004.  
Telecommunications engineer.

*Jorge Álvarez*  
Industrial Services

More than 20 years in the sector.  
Different responsibilities in Opel, Sear, Volkswagen.  
Part of Beroa since its creation.  
Degree in Economics.

*Alfredo Pérez*  
Commercial Services

More than 20 years in the sector.  
General manager ITM.  
General manager of Tiendas Conexion, since their creation until the integration in Dominion.  
Telecommunications technical engineer.

*Juanan Goñi*  
Digital Solutions

More than 15 years in the sector.  
Different responsibilities in KPMG.  
Part of Dominion since its creation, developing different managerial positions.  
Degree in Economics.

*Nic Sánchez*  
Technological Solutions

More than 35 years in the sector.  
Different responsibilities in Philips, Alcatel, Thomson, ...  
Founder of two companies in the ITC sector.  
In Dominion since the acquisition of Mexel (2001).  
Communications and electronic engineer.

*Carmen Gómez*  
HR

More than 15 years in the sector.  
Before HR manager in Jazztel.  
In Dominion since 2007.  
Degree in Sociology.  
Master in HR by ICADE.  
GMP Harvard.

*Mikel Uriarte*  
Finance & Legal

More than 18 years in the sector.  
In Dominion since its creation.  
CFO from 1999.  
Degree in Law with Economics.

*Roberto Tobillas*  
Strategy & Planning

More than 15 years in the sector. Before in Gamesa.  
Part of Dominion since its creation.  
CSO since 2005.  
Degree in Economics.



*Corporate  
Social  
Responsibility*

**/VALUES AND ETHICS**



## CORPORATE GOVERNANCE

Internal Control Systems than ensure the **reliability of the financial information.**

Tools for the supervision of the decision making processes and the efficient use of the resources, aiming at **protecting our shareholder's interests.**

## HUMAN RESOURCES

Developing policies aimed at encouraging:

- the integration of disable people
- ensuring equal access to opportunities
- attracting talent
- allowing reconciliation of work and family

And oriented to the detection and avoidance of any type of **discrimination or labor abuse** in our working centers or in those of our collaborators.

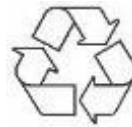
We apply the highest standards for **occupational risk prevention and training in health and security.**

*CSR:  
Responsible Management*

## ENVIRONMENTAL SUSTAINABILITY

ISO 14000 normalized activities.

Recycling and energy efficiency policies.



## CLIENTES AND SUPPLIERS

We rely on our **Ethical and Conduct Code** to guarantee a model of responsible relation.

## SOCIAL COMMITMENT

We encourage the participation of local **employees and suppliers**.

We are integrated in the communities where we develop our activities through different programs such as:



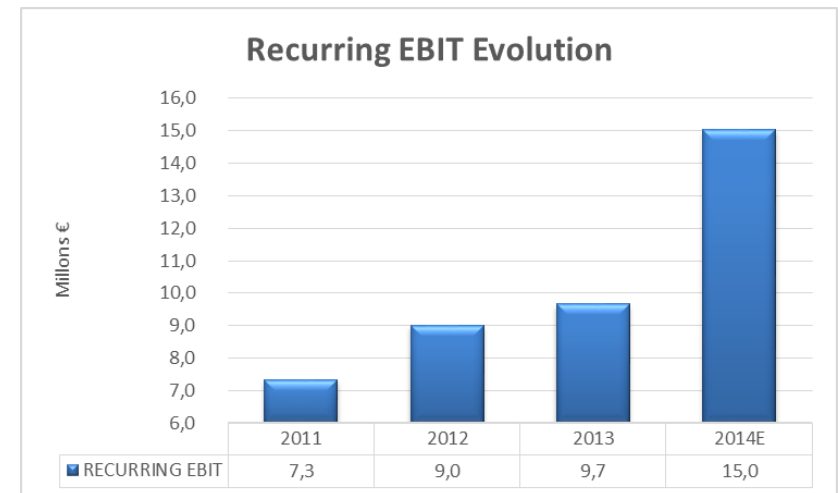
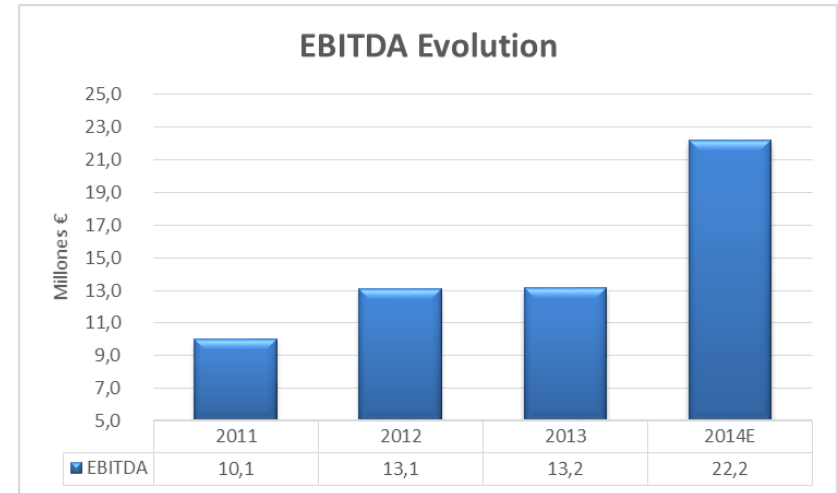
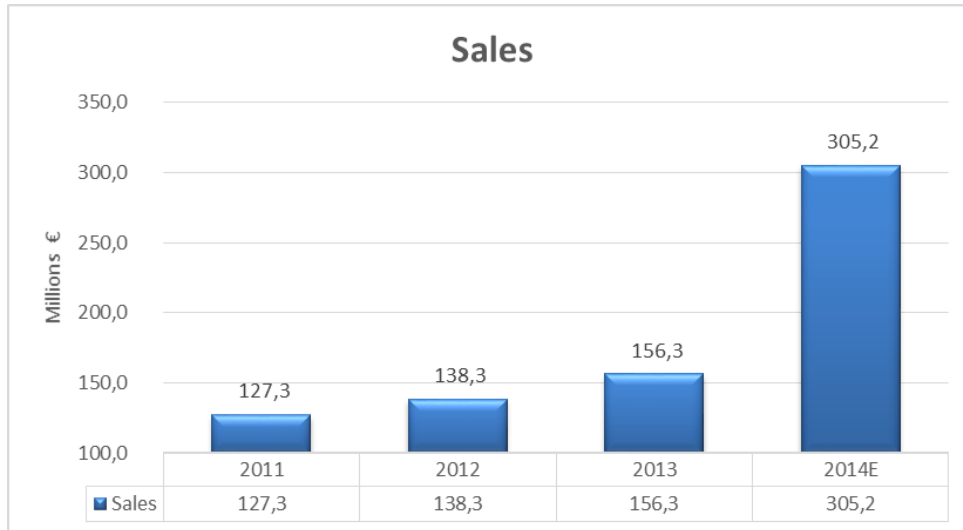
*CSR:  
Adding to our environment*

# |5 *Financials*

RESULTS



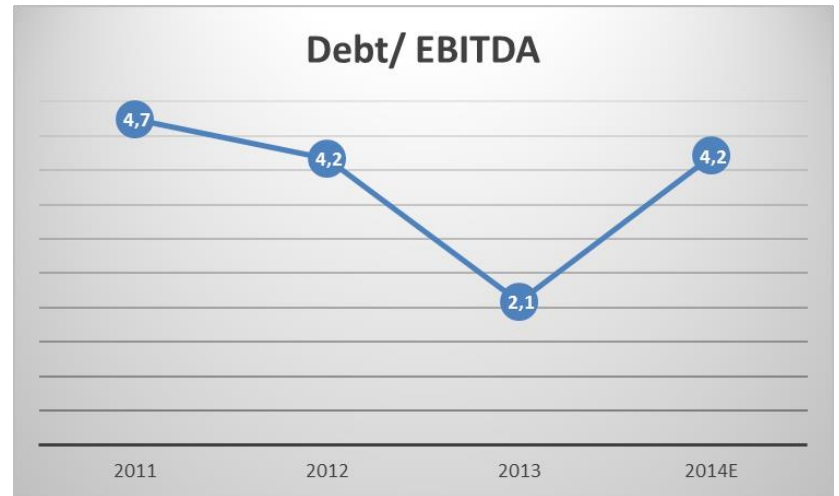
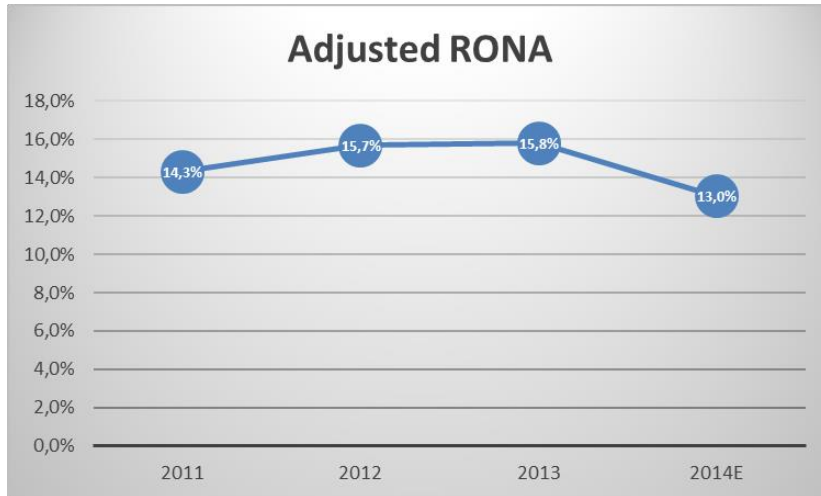
# HISTORICAL INDICATORS 2011-2014 e



\* With no depreciation of Greenfields in starting up phase



# HISTORICAL INDICATORS 2011-2014 e



\* Recurring EBIT over assets adjusted by acquisitions not yet incorporated and disbursed.



2014: Year of incorporation of 100% of Beroa and before applying internal efficiencies to the acquisition.

# Sector 2008-2014

## Sector Average 2008 \*

EBIT / Net Assets (RONA)	21%
EBITDA / Sales	9%
EBIT / Sales	7,7%
Net Result/ Sales	5,5%
Debt/ EBITDA	1,4

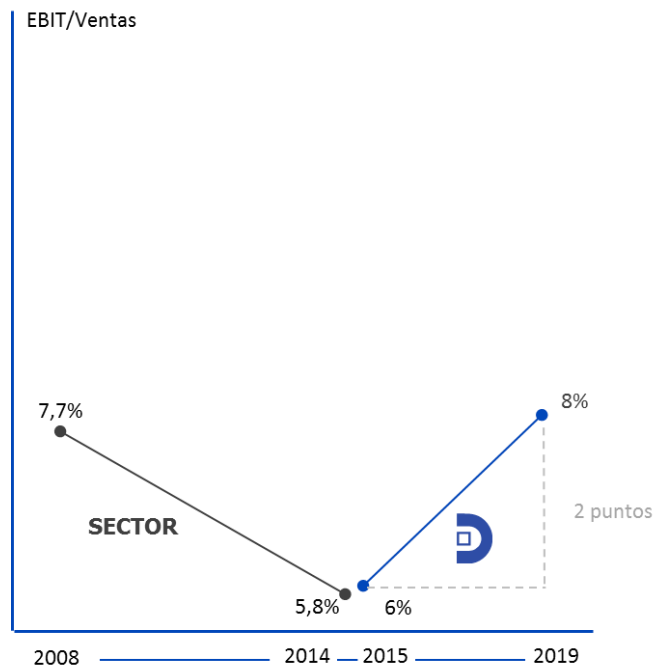
## Sector Average 2014 \*

EBIT / Net Assets (RONA)	8,5%
EBITDA / Sales	8%
EBIT / Sales	5,8%
Net Result/ Sales	3,8%
Debt/ EBITDA	2,7

\* Source : CNMV. Weighted average of data from INDRA, ELEC NOR, TECNICAS REUNIDAS, EZENTIS, TECNOCOM and AMPER.



# Dominion 2015-2019



## Dominion 2015

EBIT / Net Assets (RONA)	>15%
EBITDA / Sales	8%
<b>EBIT / Sales</b>	<b>6%</b>
Net Result/ Sales	>3%
Debt/ EBITDA	< 2

Sales > **500M€**  
EBIT > **30M€**

## Dominion 2019\*

EBIT / Net Assets(RONA)	>25%
EBITDA / Sales	>10%
<b>EBIT / Sales</b>	<b>8%</b>
Net Result/ Sales	5%
Debt/ EBITDA	< 2

Sales > **700M€**  
EBIT > **55M€**

\*Without acquisitions



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# *Our future*

Strategic Plan 2015-2019

CONTINUE ADDING



## OUR OBJECTIVE:

*Continue with the sustainable and profitable growth of the company, according to the “strategic carrier” scheme, taking advantage from our knowledge, capacities and global market position:*

- Develop and Cross-selling:
  - | Over present countries and business lines
  
- Add:
  - | Excellent platform to integrate small companies
  
- Create (Greenfields):
  - | Taking off in new countries (Services) and activities (Solutions)

## CORPORATIVE OPERATIONS

### *Our selection criteria*

- Relevant component of geographic and/or sectorial diversification.
- Minimum of 20% return over invested resources.
- Preference for integrating platforms and knowledge as a way to obtain new Solutions that improve the contribution margin mix.
- Complementary, offering on behalf of Dominion financial coverage and commercial synergies.
- Possibilities for central and shared costs optimization.
- Legal certainty.

*Adding  
Knowledge and results*



*Starting from a 2015 that is already a reality*

<i>Objectives</i>
<b>CAGR Sales 2015-2019 of 7%.</b>
<b>CAGR EBIT 2015-2019 &gt; of 15%.</b>
<b>Financial Costs &lt; 20% EBITDA.</b>
<b>Tax Rate &lt; 20%</b>

<i>How we do it?</i>
Global Strategic Carrier Model that allows duplicating the World's GDP Growth Rate.
Improving the sales Solutions/ Services mix . Operational Efficiency in the contribution margin. Structure of Shared Services < 2%. Central Administration < 1%.
With coverage for eventual rate increases.
Fiscal shield of more than 40 M€ (70% recognized) and important generation of R&D deductions.



## IN CONCLUSION... Why Dominion?

- A **business model** based on knowledge and technology, aimed at our own and our client's operational efficiency.
- We shape a **leading** Technological Group, with **financial independence** and **global** presence.
- We are knowledge "**active buyers**".
- Our **structure is lean**, with **capacity to grow** diluting central costs and integrating new contribution margins.
- Wide customer, technology and geographical markets **diversification**.
- A **reality** on which to build a **high potential project**.



*Dominion is SUMA*





**DOMINION**

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