



DOMINION



DOMINION

2023-26 STRATEGIC PLAN

**It's time for
a New Strategic Plan.**



¿Why a New Plan?



With less than a year to go before the end of the previous plan (2019-2023) we have **HIGH VISIBILITY ON THE PLAN COMPLIANCE** and we must conduct a new strategic conceptualization exercise.



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UNCERTAINTY and **NEW MARKET TRENDS** (sustainability, de-globalization...) and the new **MACRO ENVIRONMENT** require new positioning on our part.



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The market is clearly not capturing the value of the company. A **REPLANNING OF THE EQUITY STORY** is required for the sake of greater **SIMPLICITY** and efficiency.

2019 / 2023 PLAN

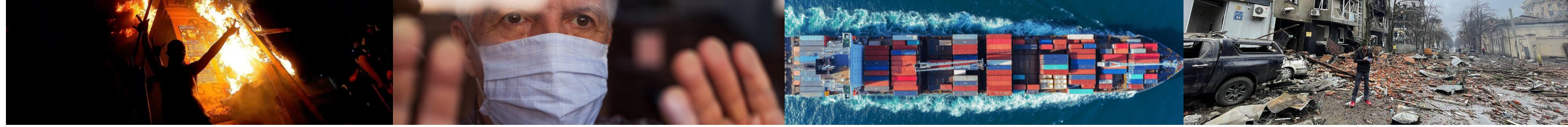
A period marked by unforeseen difficulties

2019 / 2023

A period marked by unforeseen difficulties

Uncertainty has arrived to stay.





2019

JAIR BOLSONARO
ELECTION

THERESA MAY
RESIGNS

**SOCIAL OUTBREAK
IN CHILE**

2020

**COVID
CONFINEMENTS**

COALITION
GOVERNMENT IN
SPAIN

BREXIT "DELIVERED"

USA ELECTIONS

BLACK LIVES
MATTER

2021

ASSAULT ON THE
CAPITOL

MASSIVE
VACCINATION

TRAFFIC JAM IN THE
SUEZ CANAL

LOGISTIC PROBLEMS

**ELECTRICITY PRICE
RISE**

KABUL EVACUATION

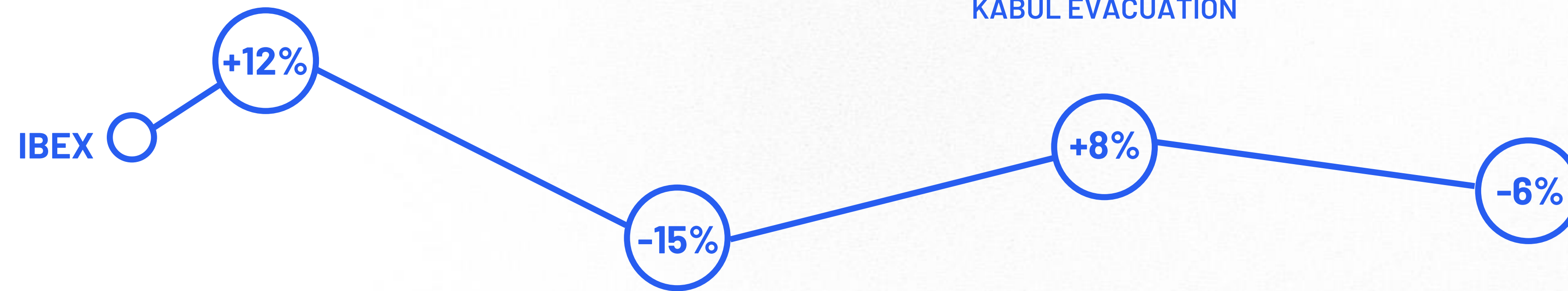
2022

UKRAINE WAR

ENERGY SHORTAGES

**RISING RATES AND
INFLATION**
















**CHANGE OF CYCLE IN
TECHNOLOGY
COMPANIES**



Achievement of the 2019/2023 Plan

Fulfilment of our strategic line of action and our capacity to adapt

ACHIEVEMENT OF THE 2019/2023 PLAN

| | | | |
|-------------------------------------|---|---|---|
| DIFFERENTIAL VALUE PROPOSALS |    | B2C Services: Smart House B2B Services: Tier 1 Proposal Solutions: 360° View |    |
| POSITIONING |  | Optimizing our position in the value chain |  |
| DIVERSIFICATION |  | Geographic Sector |   |
| DIGITALIZATION |  | Deepen the use of digital tools |  |
| ORGANIZATION |  | Adapt and evolve the organization |  |

ACHIEVEMENT OF THE 2019/2023 PLAN
Fulfilment of our strategic line of action and capacity to adapt

| | | |
|--|---|---|
| CENTRAL LEAN STRUCTURE: ≈3% on sales | ✓ | 2,4% on sales* |
| CONTROL DEL CAPEX AND WC: Capex ≈ Amortización / estable WC | ✓ | Accomplished* |
| FND / EBITDA <2x | ✓ | In Net Cash position (Pre BAS&INCUS) 1,3x (Post integration)* |
| M&A AS AN ACCELERATING MECHANISM (Although if the commitment is organic) | ↗ | Ocassional Bolt-ons * |
| DISTRIBUTION OF 1/3 OF THE NET INCOME AS DIVIDEND | ✓ | c.100M€ in shareholder remuneration |

*2022 CLOSING

ACHIEVEMENT OF THE 2019/2023 PLAN

We must make a ceteris paribus data interpretation

EVOLUCIÓN A CIERRE 2022

| | | |
|-----------------------|--------------------------|---|
| TURNOVER | CAGR 10% Target > 5% | ☑ |
| EBITA | CAGR 14% Target > 10% | ☑ |
| COMPARABLE NET INCOME | CAGR ~ 20% | ↗ |
| CASH GENERATION | >75% of EBITA | ☑ |
| RONA | >20% | ☑ |

| (Millions of €) | 2018 | %CAGR 3 periods* | 2022 |
|-----------------------------------|-------|---------------------|---------|
| Adjusted turnover | 831.0 | +10% | 1,115.7 |
| EBITDA** | 92.4 | +10% | 123 |
| % EBITDA on adjusted turnover | 11.1% | | 11% |
| EBITA ⁽²⁾ | 53.4 | +14% | 78.8 |
| % EBITA on adjusted turnover | 6.4% | | 7.1% |
| EBIT | 48.4 | +16% | 74.5 |
| % EBIT on adjusted turnover | 5.8% | | 6.7% |
| Comparable Net Income*** | 32.6 | +12% | 45.2 |
| % Net Income on adjusted turnover | 3.9% | | 2.8% |
| Attributable Net Income | 27.2 | | 31.0 |

*CAGR 18-22 calculated based on 3 periods, considering 2020 as a lost year of the plan evolution.

**EBITDA 2018 pro-forma according to IFRS16.

***Comparable net income = excluding Renewable Energy partner and discontinued operations.

New Company Conceptualization.


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RELIK. 0522

MULTIMEDIA-AUSSTELLUNG

Alte Münze Berlin

Tägl. 10-20 Uhr

AUTREC

NOCH BIS
30. JUNI 2011

MONNET BIS
DIPLOMAT

NOCH BIS 2
30. JUNI 2011

MONNET

MULTIMEDIA-AUSSTELLUNG

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AUTREC

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Tägl. 10-20 Uhr

AUTREC

The keys to this new conceptualization



SIMPLIFICATION



RECURRENCE



SUSTAINABILITY

We walk towards a more efficient and sustainable world

Infrastructures, companies and communities need to adapt.

It is a great challenge but, at the same time, an opportunity that our customers must seize

ENERGETIC TRANSITION



Towards a highly
electrified
society powered mainly
by **renewable energy**.

INDUSTRIAL TRANSITION



Towards a competitive,
more **automated** and
more **sustainable** industry
that reduces its
environmental impact.

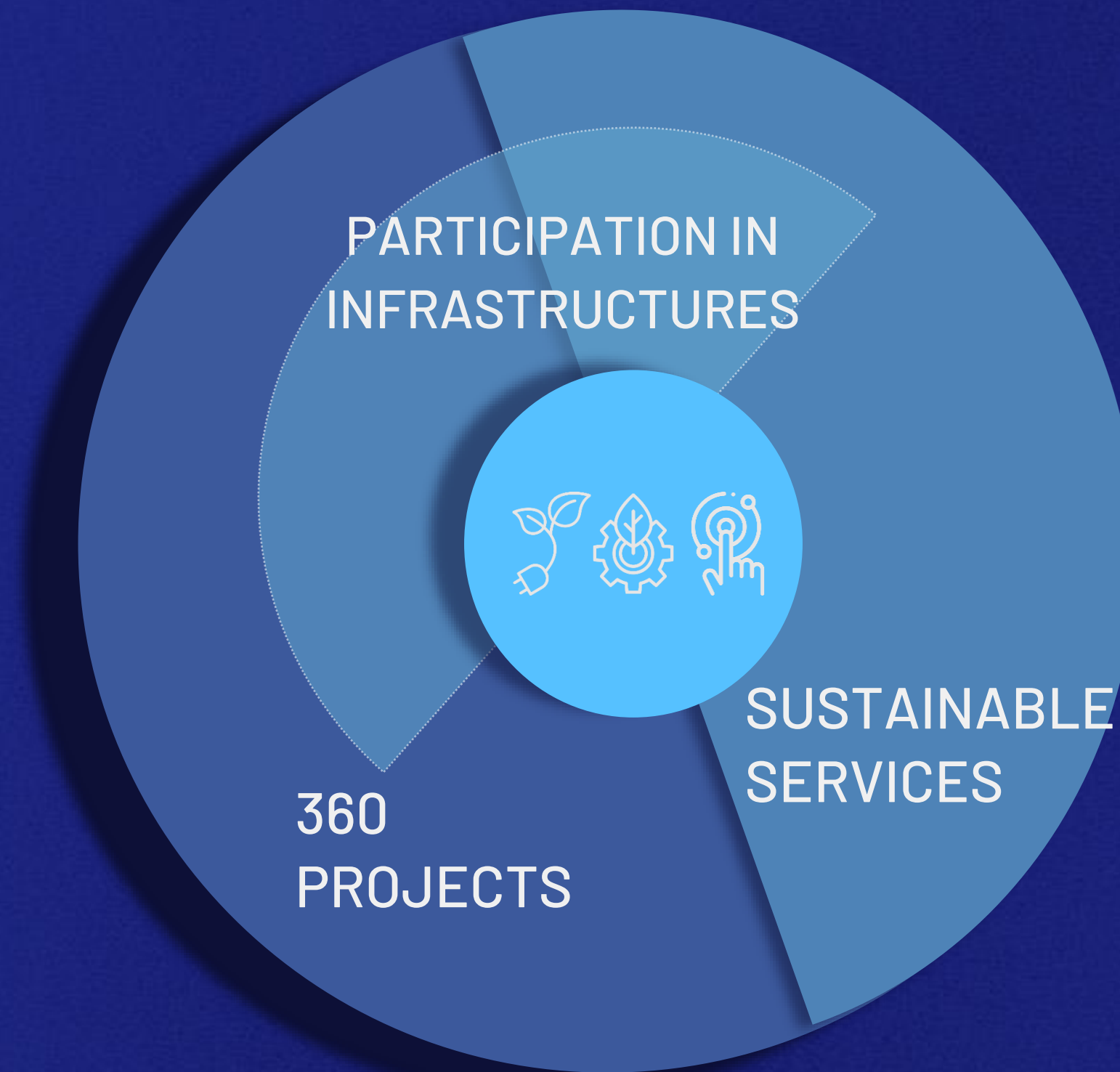
DIGITAL TRANSITION



Towards a more
connected society that
uses **data for intelligent
management** of
processes and
infrastructures.

Our purpose is to make it possible





“We enable the transition towards a more **sustainable** economy through our services and projects.”

A silhouette of a person's back and head, looking out over a calm body of water under a deep blue twilight sky. The person is positioned on the right side of the frame, with their back to the viewer. The water shows gentle ripples, and a small landmass is visible on the horizon to the right.

SIMPLIFICATION

Services and Projects, our essence

SUSTAINABLE SERVICES

360 PROJECTS

- ✓ TIER 1 o ONE-STOP-SHOP
- ✓ Technologi + Sustainability
- ✓ Recurrence
- ✓ 360°: global vision of the value chain
- ✓ Backlog that seeks the near recurrence
- ✓ Different ways of structuring the finance
- ✓ Protects the CORE business
- ✓ **PARTICIPATION IN** Assimilable to cash in the medium term
- ✓ **INFRASTRUCTURES** Recurrence



RECURRENCE

Key element towards uncertainty

SUSTAINABLE SERVICES

360 PROJECTS

**PARTICIPATION IN
INFRASTRUCTURES**

> 60%

Of the
contribution
margin will be
recurrent

At a time of uncertainty, it makes more sense than ever to **strengthen the recurrence** of the **income statement** and, above all, the **cash flow generation**.

SUSTAINABILITY

We are seizing the opportunity that this challenge represents for our activities

“Sustainability is long-term efficiency”

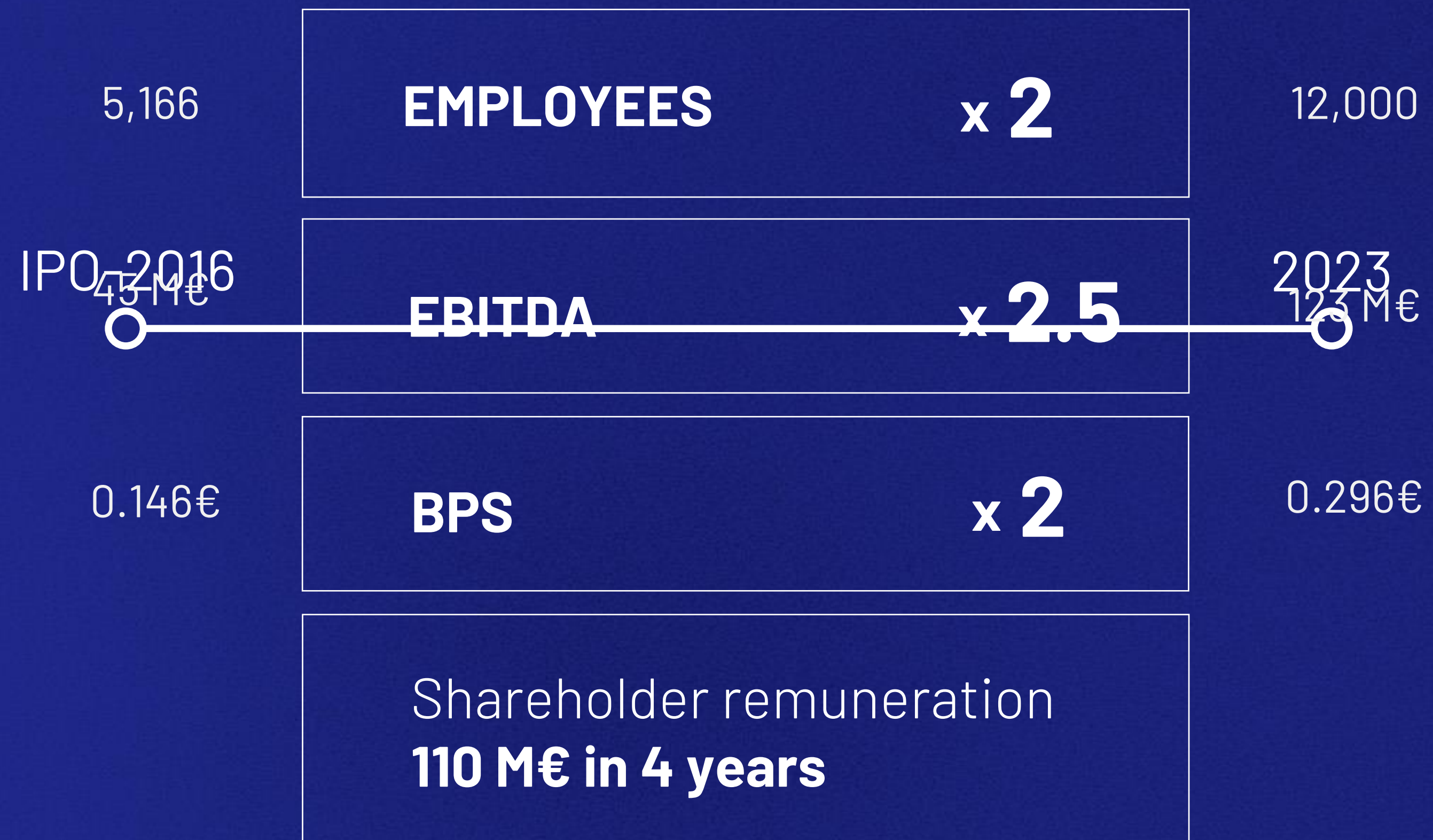


Strategic Engagement Guidance.



A story of value creation

Past and future value creation



2023

Continuing to create value

2026

EBITDA ~150M€

**OPERATING CASH
GENERATION
> 70M€**

SALES >+5% CAGR*

EBITDA >+7% CAGR*

**OPERATING CASH GENERATION
>+9% CAGR***

*(3 periods over 2023 numbers)

RONA > 20%

Towards **zero net debt** at the end of the plan, including infrastructures of renewable generation

Distribution of 1/3 of the profit as **dividend**.



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**2023-26 STRATEGIC PLAN
PROJECT SEGMENT**

Business model of 360 Projects

Differential factors



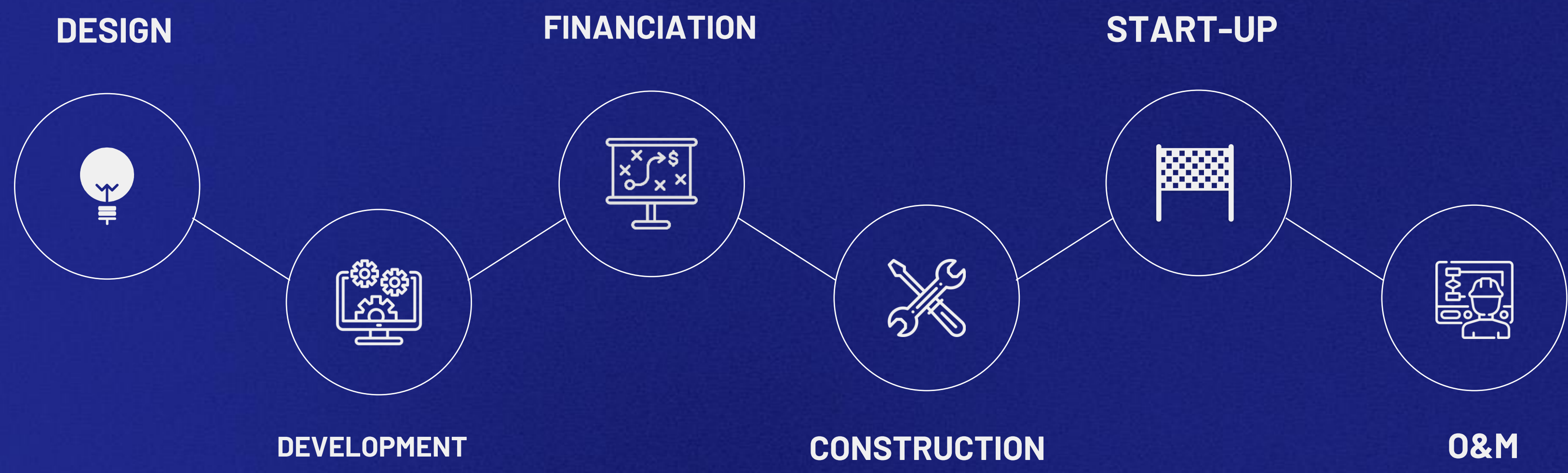
360 APPROACH



WITH A SUSTAINABLE FOCUS

Differential factor

The 360 quality of our projects



DESIGN

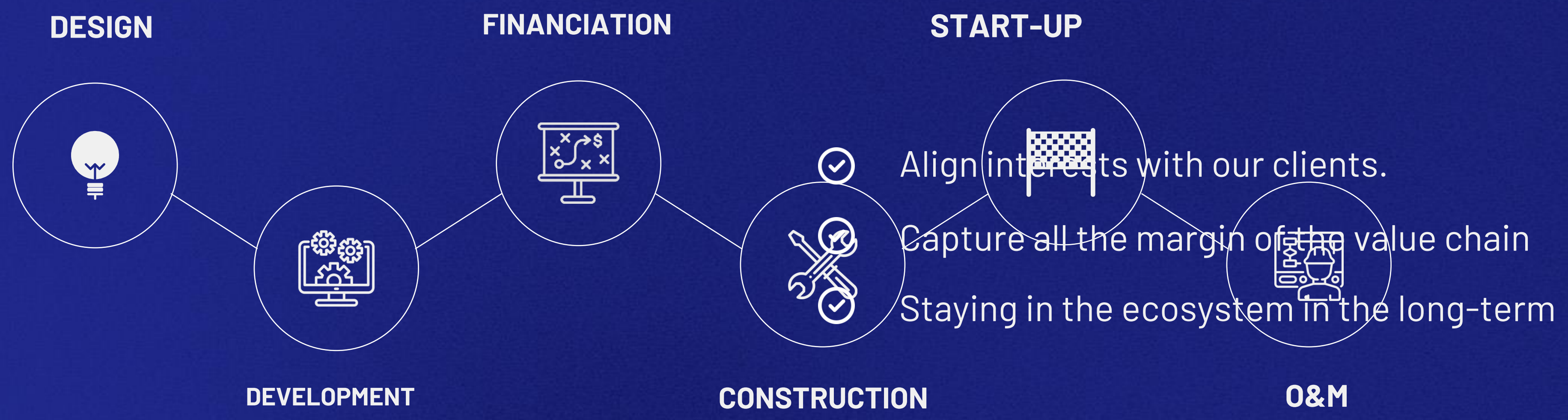
FINANCIATION

START-UP

DEVELOPMENT

CONSTRUCTION

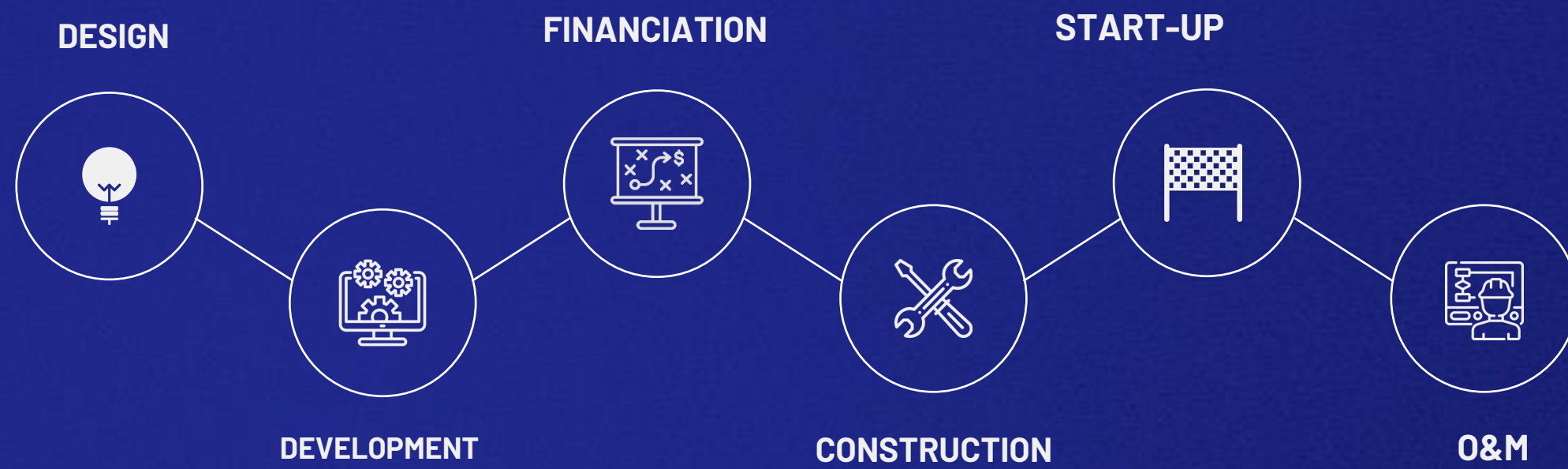
O&M



INDUSTRIAL INFRASTRUCTURES

INFRASTRUCTURES OF SOCIAL IMPACT

INFRASTRUCTURES OF ENERGETIC TRANSITION



**Financial solutions
ad-hoc**

Export Credit Agencies
and bilateral organisms

1.

3.

Minority stake in SPVs
of **Renewable** infrastructures

Minority stake in concessional societies

2.

**Participation in
Infrastructures**



"Maximizing value, maximizing liquidity"

- ✔ Guarantee the payment
- ✔ Protecting our industrial margins (Projects and Services)
- ✔ Feed back the Service segment
- ✔ Guarantee a stable portfolio (Recurrence)



Industrial Infrastructures

Features

1. Important private clients.
OEMs
2. No ad-hoc financing
schemes required

Growth Drivers





Social impact infrastructures

Features

1. Important public clients
2. Financing with multilaterals and ECAs
3. Strong ESG requirements, which mitigate our risks: ESIA requirements

Growth Drivers



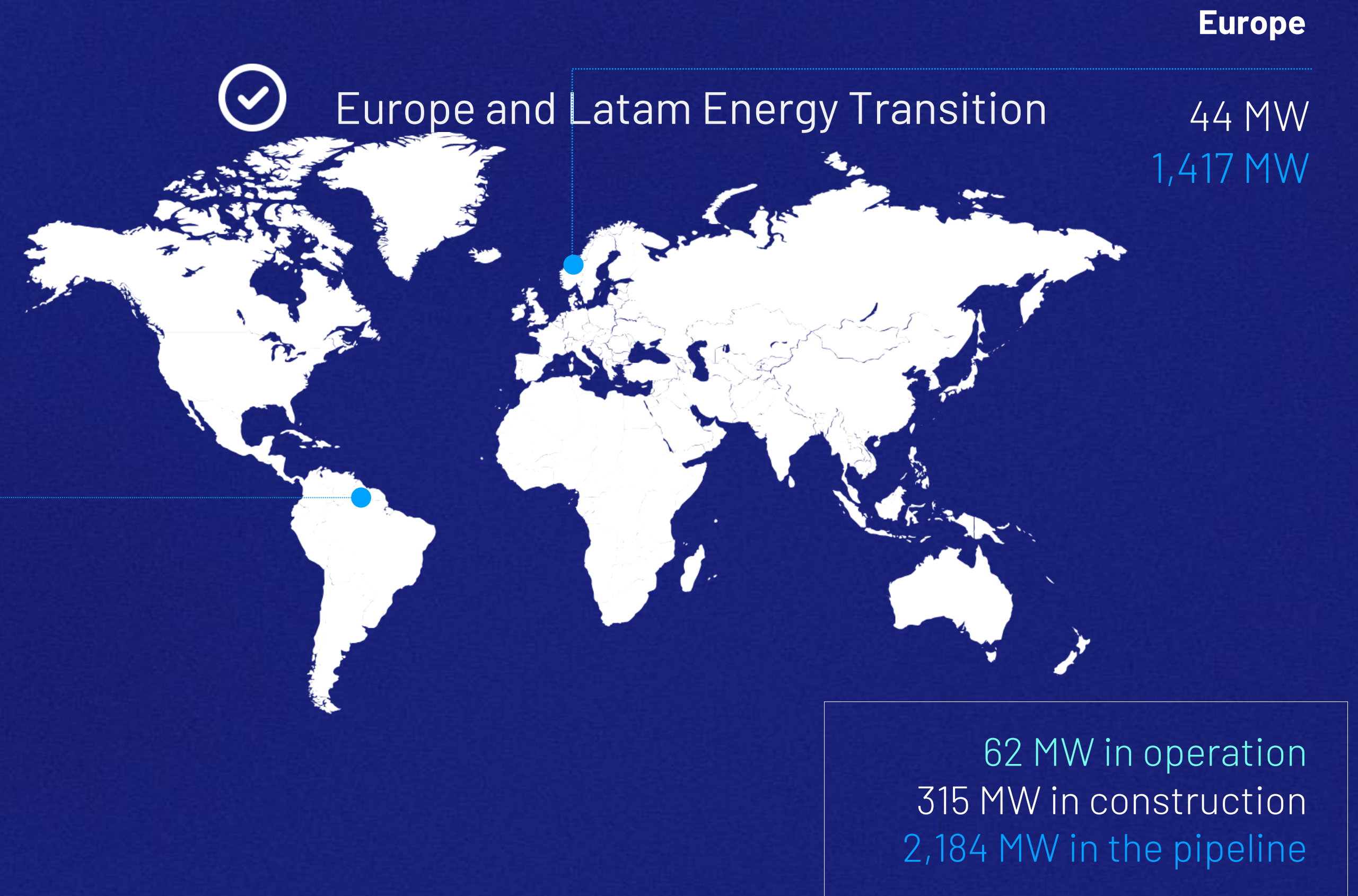


Energy transition infrastructures

Features

1. Renewable installations (mainly photovoltaic).
2. Shared post-COD management with long-term oriented Equity Partners
3. Geographical projects balance
4. Projects in hard currency (EUR or USD).

Growth Drivers



The visibility of a quasi-recurrent segment



**INDUSTRIAL
INFRASTRUCTURES**



**SOCIAL IMPACT
INFRASTRUCTURES**



**ENERGY TRANSITION
INFRASTRUCTURES**

**CURRENT
PORTFOLIO**

113

205

288

**TOTAL
€ 606 M**

PIPELINE

962

1,200
Hospitals

400
Essential
infrastructures

2,080

€ 4,698 M

20%

35%

45%



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STRATEGIC PLAN 2023-26
SERVICES STRATEGY

Services management model

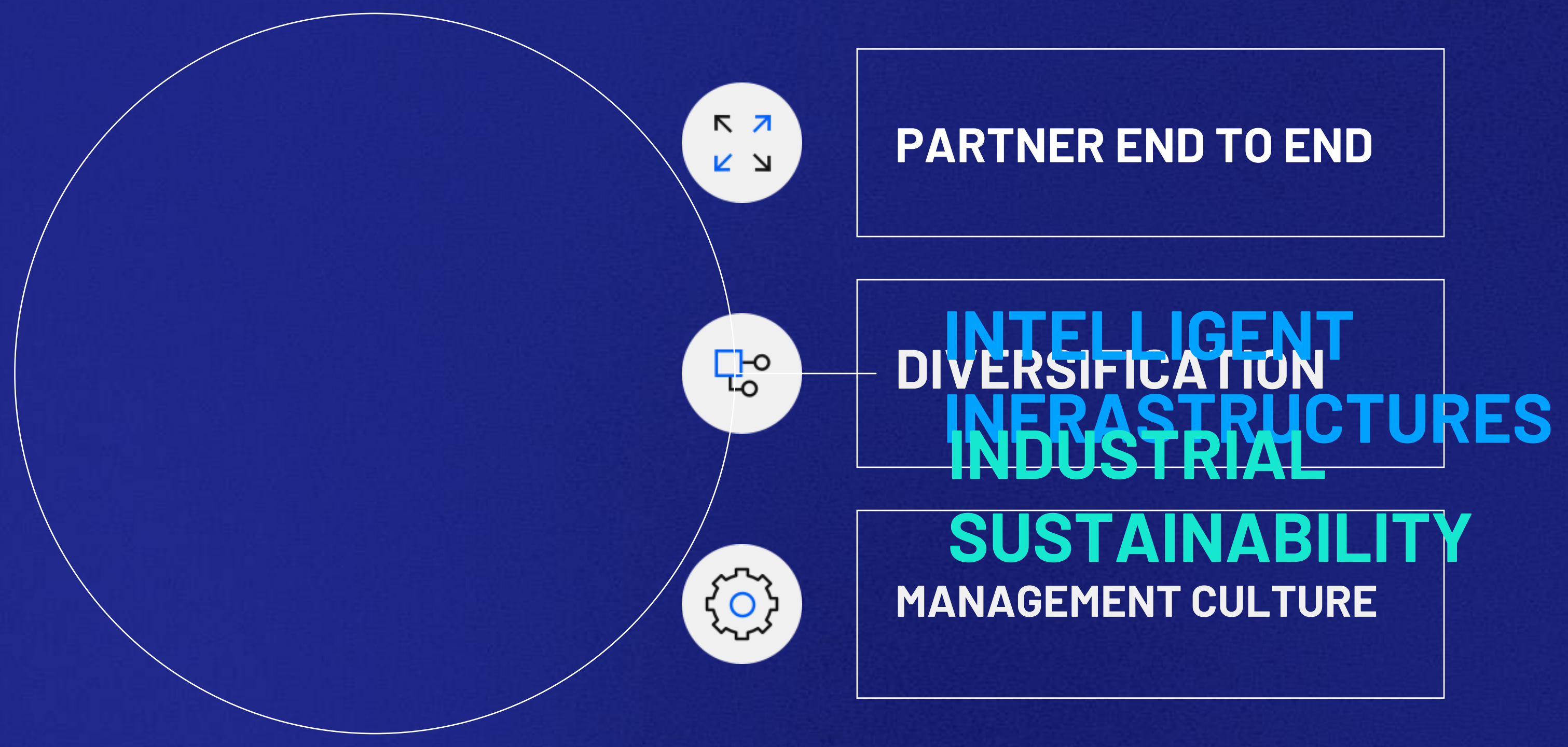
Strengthening our value proposition



**TECHNOLOGICAL
KNOWLEDGE**



**WITH A
SUSTAINABLE
FOCUS**



Keys to capturing profitability

INTELLIGENT INFRASTRUCTURES



1. Offshore services
2. High-volume and highly variabilized contracts
3. Continuous improvement

INDUSTRIAL SUSTAINABILITY



1. Onsite services
2. Positioning in a multitude of customers
3. Participate in additional investments and services

**INTELLIGENT
INFRASTRUCTURES**

End to End management

ENGINEERING, DESIGN
AND CONSTRUCTION



INSTALLATION AND
MAINTENANCE



OPERATION AND
MONITORING



COMMERCIAL
MANAGEMENT



LOGISTICS

**INTELLIGENT
INFRASTRUCTURES**

**Our B2C is B2B2C:
one more service**

✔ **THE KEY**

"Our ability to engage customers through an omni-channel network."



We build on this strength to evolve the strategy:

OWN SERVICES AND CLIENTS



SERVICES AND CLIENTS IN MANAGEMENT



We manage the client profitably, without the need for the most competitive service to be our own. We look for the right partners and only when we believe that the service is differential, we operate it ourselves.

**INDUSTRIAL
SUSTAINABILITY**

**Services to reduce the industry
environmental impact**



Service growth drivers



Geographical cross
selling



Recurrent positioning
in industries awaiting
transformation



Expanding our capacities
around sustainability



Selection of gross
margins and operating
leverage

Our technological tools



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Conclusions

**The most important is our
business model**

OPPORTUNITIES
FOR EACH SECTOR

**INTELLIGENT
INFRASTRUCTURES**

**INDUSTRIAL
SUSTAINABILITY**

DEEP-ROOTED MANAGEMENT
CULTURE

1. Decentralization
2. Financial Discipline
3. Selective digitalization
4. Cascading organizational structure
5. Ambition from passion

THE DIFFERENTIAL
RESOURCE

**OUR
ENTREPRENEURS**



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STRATEGIC PLAN 2023-26

**CULTURE, CAPITAL ALLOCATION,
FINANCING AND REPORTING**

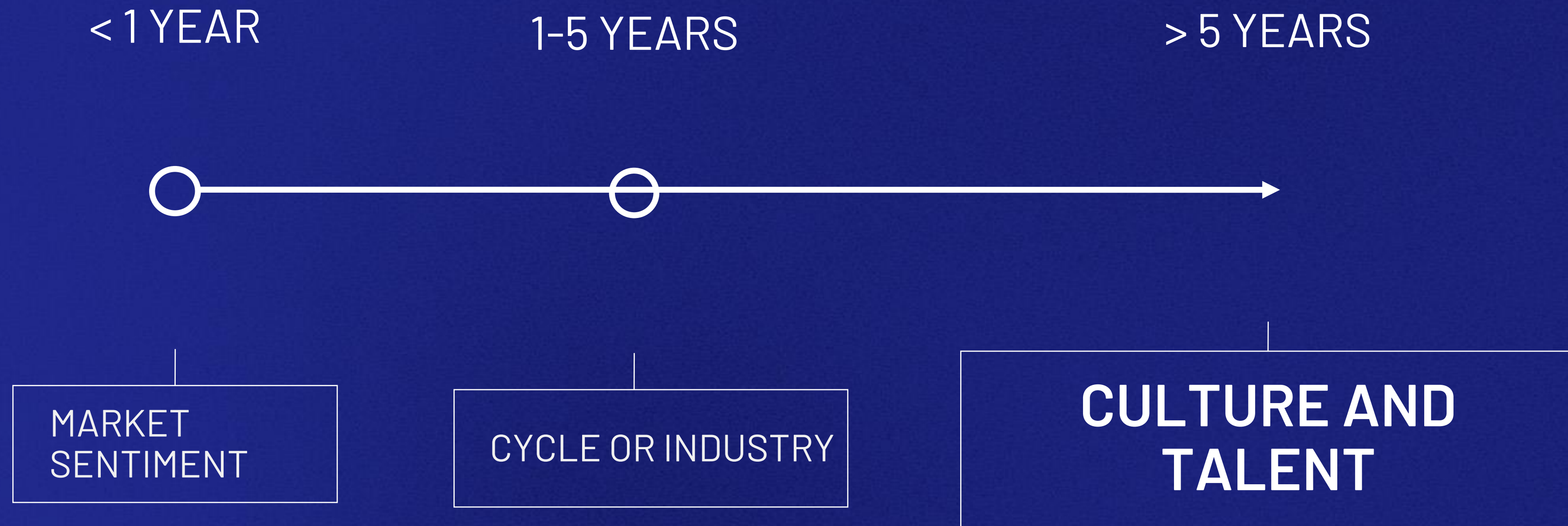
Culture and Talent.


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**The only valid long-term value-creation
strategy**

Keys to time value



Nurturing and developing culture

“Back to the origins”
and, from there, evolve

DIGITALIZATION

“... as a tool to achieve efficiency”

DIVERSIFICATION

“... as a risk management tool”

**FINANCIAL
DISCIPLINE**

“... to ensure financial strength and solvency”

DESCENTRALIZATION

*“... as a management model, which defines
what our people are like and should be like”*

Keys to time value



A TALENT "DOMINION STYLE"

"Every manager is an entrepreneur"

"The path to leadership by example"

"Diversity as a key for efficiency"



'TOP 100' COMMITMENT

Ensure their involvement and alignment with the objectives of the new strategic plan.

RETRIBUTION SCHEME

in the form of an **extraordinary and multiannual incentive in shares.**



ATTRACT AND RETAIN BEST TALENT

We need to put in place concrete actions to secure the best talent in an environment of increasing competition.

INNOVATION IN
RECRUITMENT

“Back to the origins”
and, from there, evolve

Our sustainability commitment

DIGITALIZATION

“...as a tool to achieve efficiency”

DIVERSIFICATION

“...as a risk management tool”

FINANCIAL DISCIPLINE

“...to ensure financial strength and solvency”

DESCENTRALIZATION

“... as a management model, which defines what our people are like and should be like”

**SUSTAINABLE
DEVELOPMENT**

“... as a way of being and being, as well as being part of our activity.”



ENVIRONMENT



- More than neutral: Positive > negative footprint
- And with an ambitious target



PEOPLE AND HUMAN RIGHTS



- Authentically **diverse**
- Zero tolerance for **harassment** and **human rights abuses**



WORK SAFETY



- Safety first: **applying technology** to take care of our people



GOVERNANCE AND ETHICAL MANAGEMENT

- **The same ethical culture** throughout the company
- Applying **best governance practices**



SUPPLY CHAIN



- A committed chain: sustainability as a key procurement **criterion**

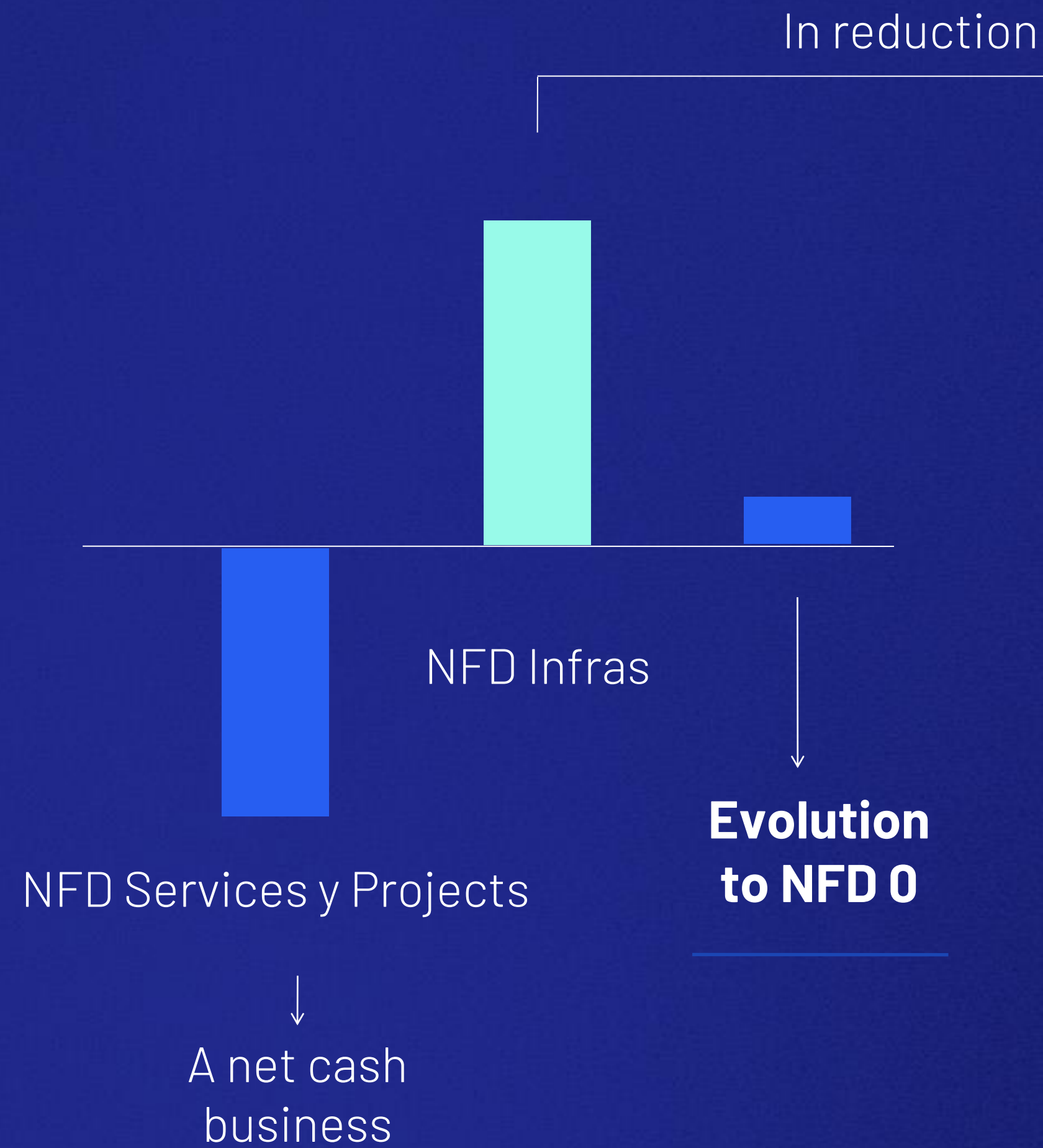


A man wearing a blue cap, a dark vest over a light blue shirt, and teal pants is walking from left to right on a sidewalk. He has a black backpack. The background is a blue wall with white text and a logo. To the left is a tree and a utility pole. To the right is a parking meter and a woman walking in the opposite direction. The scene is outdoors, likely in an urban setting.

 DOMINION

Financing and Capital Allocation.

Net Debt Structure and evolution



| | | |
|---|---|-----|
|  | Project finance associated with infrastructure in the operating phase, with a majority shareholding. | → 1 |
|  | Minority Infrastructures Equity | → 2 |
|  | Transitional financing of equity, development and EPC until the partner is paid for its participation. | → 3 |

 Ex-Infras  Infrastructures

Capital allocation plan

- ✔ **M&A, GREENFIELDS AND PARTICIPATION IN INFRASTRUCTURES"**
Acquisitions that generate synergies with our core business when there are clear opportunities.
- ✔ **SHAREHOLDER REMUNERATION: OWN SHARE BUY-BACK**
Share buy-back programmes with the objective of amortizing the shares, as long as the price is attractive.
- ✔ **SHAREHOLDER REMUNERATION DIVIDEND**
1/3 of profit.
- ✔ **DEBT REDUCTION**
Against a backdrop of rising financing costs, return to a net cash position.

Reporting, KPIs and Valuation.



Reporting

Changes in data presentation 2023 vs. prior

INFORMATION
BY SEGMENTS.
**THREE REPORTING
SEGMENTS**

**SUSTAINABLE
SERVICES**

- Infrastructure installation and maintenance
 - B2B2C Services
- High recurrence
 - Margins c.12%.
 - Low CAPEX consumption

✓ SALES ✓ CM

RECURRENCE

360 PROJECTS

- Engineering and construction of social, industrial and energy infrastructures
- High margins (c.15%)
 - Portfolio oriented
 - No CAPEX required
 - High cash generation

✓ SALES ✓ CM

PORTFOLIO

**PARTICIPATION IN
INFRASTRUCTURES**

- Renewable energy generation
 - Profitability of concessions
- High recurrence
 - Requires CAPEX, average leverage 70% project debt
 - High cash generation

✓ EBITDA ✓ CASH FLOW
✓ Net profit

PROJECTS IN OPERATION

CONSOLIDATED INFORMATION.

CONSOLIDATED P&L

- End of adjusted sales
- Services and Projects as before: contribute sales and EBITDA
- New Participation in Infrastructures segment :
 - Majority interests: contribute sales and EBITDA
 - Minority interest: by the equity method

- Services
- Projects
- Infras. in majority

- Infras. in minority

| |
|-----------------------|
| Turnover |
| EBITDA ⁽²⁾ |
| % EBITDA on Turnover |
| EBITA ⁽²⁾ |
| % EBITA on Turnover |
| EBIT ⁽²⁾ |
| % EBIT on Turnover |
| Equity Method |
| Comparable Net Profit |
| % Result on Turnover |
| Net Profit |

NET FINANCIAL DEBT

- Separated by "Services and Projects" y "Participation in Infrastructures"

Valuation

CORE BUSINESS OF SERVICES AND PROJECTS



DISCOUNTED CASH FLOWS

EBITDA MULTIPLES, AMONG OTHERS

+

**PARTICIPATION IN
INFRASTRUCTURES**

DISCOUNTED CASH FLOWS
(ADDITIONAL)

Conclusions



SIMPLIFICATION – RECURRENCE – SUSTAINABILITY

- We continue being a **Projects and Services company**.
- We add a **Participation in Infrastructures** segment, "**plus**", as a result of our 360 Projects.
- We change the **B2C** positioning: **is one more service**
- We apply technology to bring efficiency and ,nowadays, there is no **efficiency without Sustainability**.
- We establish an **organic plan** as **the main growth lever**, with **M&A** as an **additional lever** depending on market conditions.
- We defined a new guidance, committed to **growth** and the **creation of** shareholder **value**.

An aerial photograph of a lush, green forest. A paved road with yellow and white markings winds through the trees, curving from the top left towards the bottom right. The text is centered over the road and forest.

**WE CHANGE
TO CONTINUE
BEING
DOMINION**

Q&A


DOMINION



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