



Company presentation

2024



We are DOMINION_



We are a **global** company that provides **services and end-to-end projects**, with more than 12,500 employees distributed in **35 countries**.



We work to contribute to the energy, industrial and digital transitions in the fields of **Technology & Telecommunications, Industry and Energy**.



We accompany our clients in their transition towards more **efficient** and **environmentally sustainable** business models, thanks to our multi-sector knowledge and the application of technology with a different approach.



Our global revenue is close to **~1,200 €m**.



We are a **publicly listed company** since 2016 (BME:DOM).

COUNTRIES

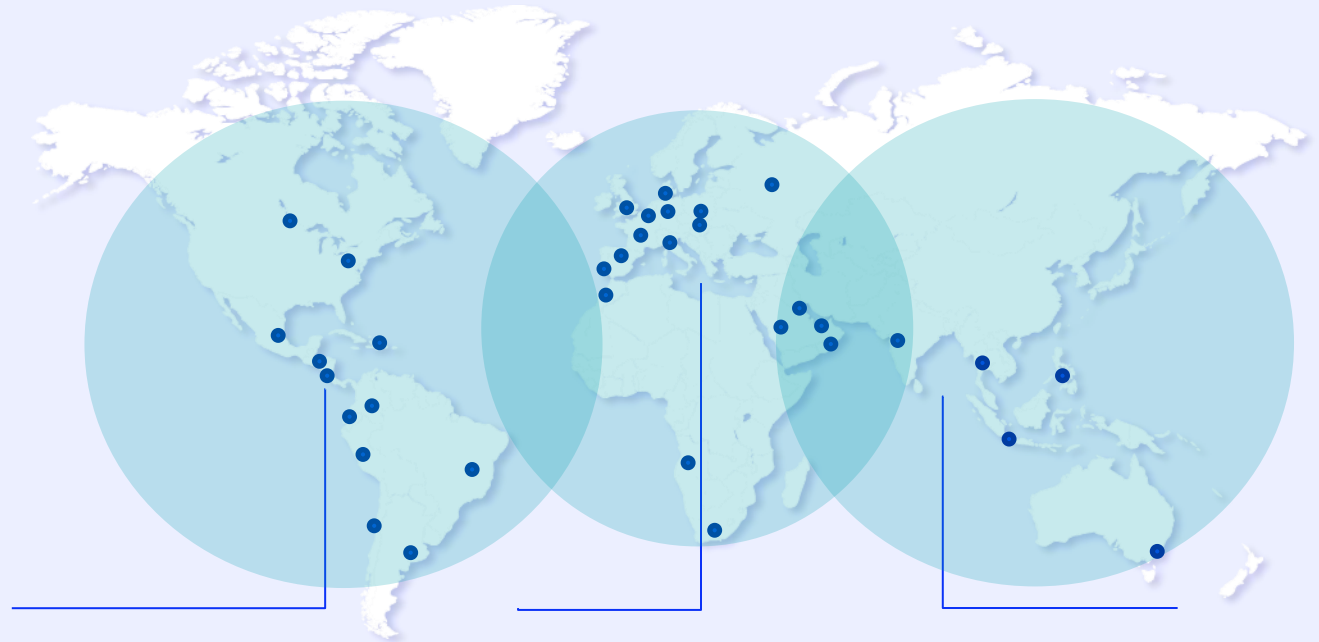
>35

CLIENTS

>1,000

EMPLOYEES

> 12,000



AMERICA

- USA
- Canada
- Mexico
- Colombia
- Peru
- Argentina
- Ecuador
- Haiti
- Honduras
- El Salvador
- Dominican Republic
- Chile
- Uruguay

EUROPE & AFRICA

- Spain
- UK
- Germany
- Italy
- Denmark
- Portugal
- Poland
- France
- Netherlands
- Slovakia
- Russia
- Morocco
- Angola
- South Africa

ASIA & OCEANIA

- Australia
- Philippines
- Indonesia
- Vietnam
- India
- Oman
- Qatar
- United Arab Emirates
- Saudi Arabia
- Bahrein
- China

Efficiency and sustainability for a transforming world_



WHAT DO WE DO

We position ourselves as enablers of the **three major transitions** that our clients are experiencing through our services and projects.

HOW WE DO IT

Our **multi-sector knowledge** and **technological experience** allow us to detect points of improvement and select the appropriate solution for each need.

WHY WE DO IT

All this allows us to accompany our clients in the transformation of their business models, maximizing the **efficiency and sustainability** of their activity.

A 360° outlook: our projects and services_

PROJECTS

SERVICES_

MULTI-SECTOR
KNOWLEDGE

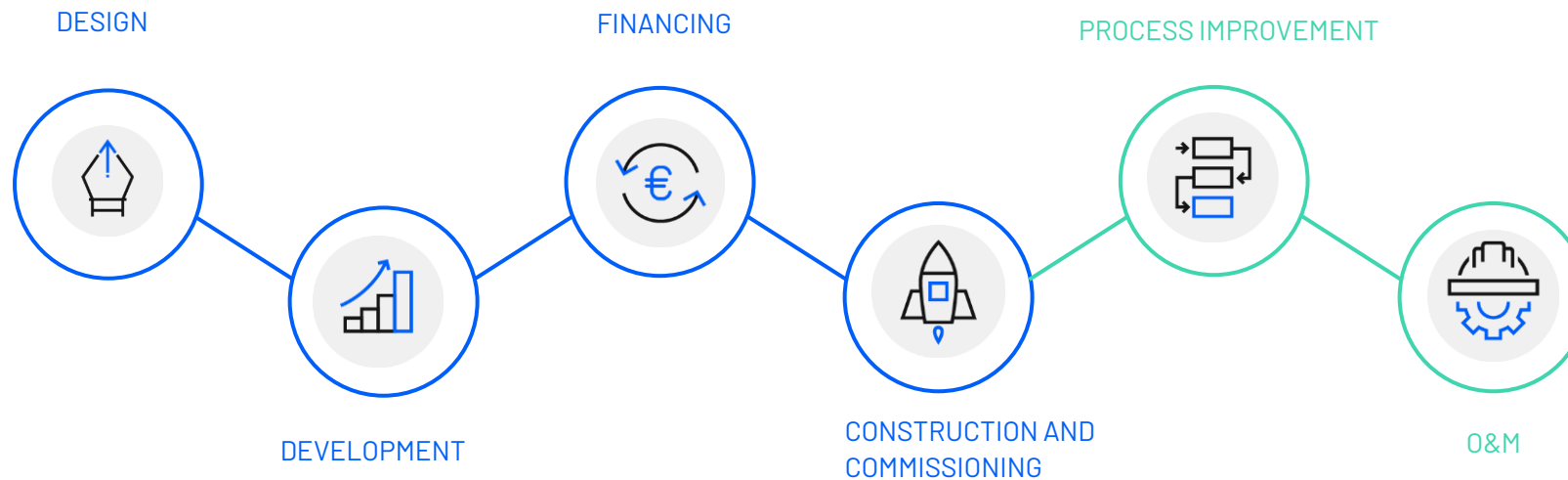


TECHNOLOGY
EXPERT



SUSTAINABLE
APPROACH

END-TO-END MANAGEMENT



We are the **partner** and **digital expert** capable of executing **end-to-end** projects with a **sustainable approach**: from the project design and management to the subsequent operation and maintenance.

More than 20 years diversifying by the hand of disruption_



TELECOMMUNICATIONS	INFRASTRUCTURES	INDUSTRY	ENERGY
<p>We were born in the midst of the digital revolution. In Spain, the liberalization of the telecommunications sector takes place.</p> <p>ANSWER</p> <ul style="list-style-type: none"> › We position ourselves as an integrator and maintainer of networks › We implement technology to respond to a deflationary environment <p>PROJECTS</p> <ul style="list-style-type: none"> › Service contracts with several telco operators › Integration of communication systems. 	<p>Explosion of the mobile internet and the digital age. Increase in urban population in developing countries.</p> <p>ANSWER</p> <ul style="list-style-type: none"> › We apply our 360 outlook to technological integration in infrastructures with a social impact and to the centralized management of all services. <p>PROJECTS</p> <ul style="list-style-type: none"> › Turnkey projects in healthcare, education and alert systems › Smart Buildings and comprehensive infrastructure maintenance. 	<p>The transition towards Industry 4.0 and the decarbonization of the economy.</p> <p>ANSWER</p> <ul style="list-style-type: none"> › We transfer our experience in telco into the industrial sector, in order to define a value proposal based on technology, efficiency and sustainability. <p>PROJECTS</p> <ul style="list-style-type: none"> › Industrial infrastructures › One-Stop-Shop Services › Environment Services 	<p>Energy transition and new mobility model in cities.</p> <p>ANSWER</p> <p>We position ourselves in evolving areas:</p> <ul style="list-style-type: none"> › Renewable energy › Electricity grids <p>PROJECTS</p> <ul style="list-style-type: none"> › Solar parks and wind farms › Transmission lines › Charging stations

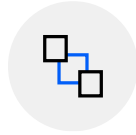
Our culture is the baseline of how we do things_

Our 4+1 Ds, the pillars of our management model_



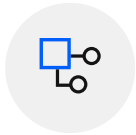
Digitalization

"...as a tool to achieve efficiency"



Diversification

"... as a value proposition to be the client's global partner"



Decentralization

"... as a key for a management style close to each market and client"



Financial Discipline

"...to ensure financial strength and solvency"



Sustainable Development

"...as a way of being in the world and as part of our activity."

"It is not what we do, but how we do it"

Committed to our stakeholders_

ENVIRONMENT

- More than neutral: Positive > negative footprint
- And with and **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**



WE ARE *diversity*
WE ARE DOMINION
#WeAreDOMINION

ZERO
ACCIDENTS



A solvent, growing and global company_

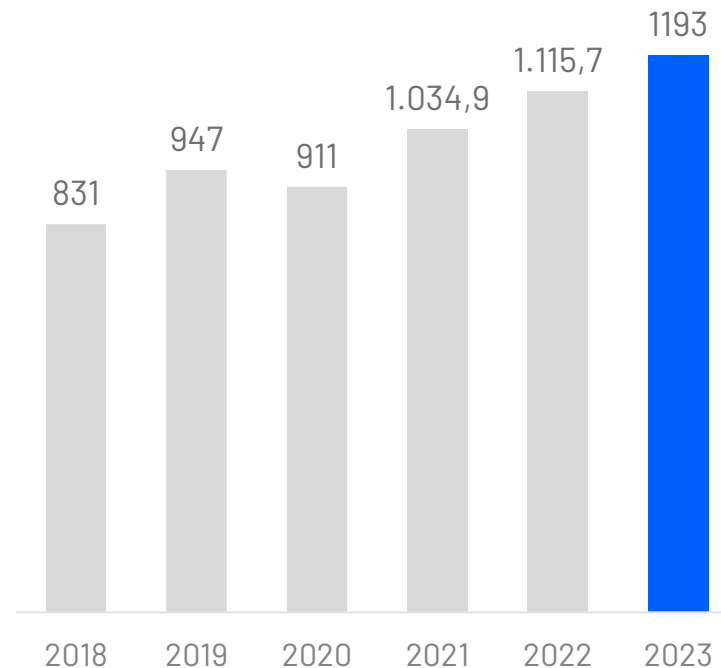
Solvent

Main figures 2023

Revenue	1,193 M€
EBITDA	144.9 M€
Operational Net income	44.3 M€
Operational FCF	71 M€
RONA	21%

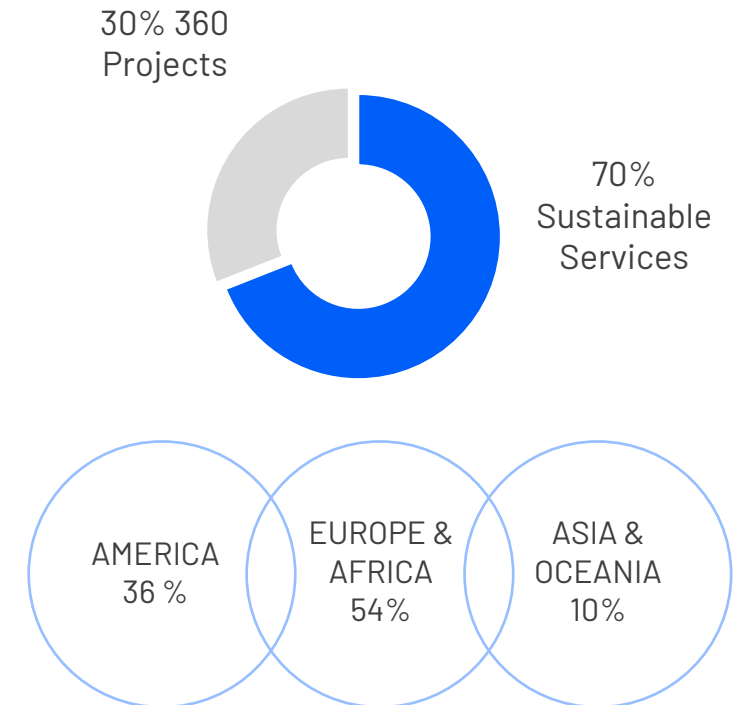
Growing

Revenue 2018-2023 (M€)



Global and diversified

Geographical and activity distribution ⁽¹⁾



(1) On 2023 revenue

COMPANY PRESENTATION

Our Capabilities_

02



Comprehensive capabilities in all our activity areas_

Industry

Energy

Telecommunications

Other infrastructures

“Turnkey projects that include engineering, construction, installation and global project management”



Tall structures, towers, domes, tanks, industrial furnaces and other industrial assemblies.



Renewable generation plants and transmission and distribution power lines.



Data transmission and communications lines, last mile, early warning systems, etc.



Renewable generation plants and transmission and distribution power lines.

““Operations and maintenance (O&M) and continuous improvement of client’s infrastructures and processes”



One stop shop of all services in industrial plant.
Industry 4.0, production improvements, energy efficiency.



O&M of networks and renewable facilities.
Digitization of assets, predictive maintenance.



O&M of infrastructures, management of logistic processes, etc.
Asset digitization



Multitecnological O&M
Asset monitoring, Smart buildings, etc.

“Comprehensive solutions with long-term vision”

Global presence to support our customers_



USA

Crescent solar tower



Rep. Dominicana

Turnkey project and O&M of the WCG Solar Park



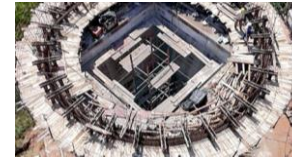
Spain

Deployment and O&M telecommunications networks



Germany

Comprehensive industrial O&M



India

Turnkey project for steel silo

- Despliegues y O&M
- Proyectos llave en mano



México

Proyecto llave en mano y O&M Parque solar de México



Indonesia

Industrial tower



Colombia

Sustainable industrial maintenance services



Perú

Enel power lines deployment and O&M



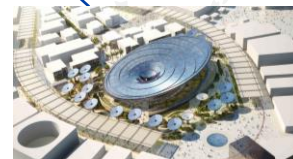
Chile

Turnkey project and O&M Antofagasta hospital



Angola

Global project Lauca-Luanda transmission Line



Dubái

Audiovisual turnkey Project Exhibition Center



Australia

Refractory O&M

B2B: from the design and projects management to the subsequent O&M_

Industry



Design, construction and O&M industrial infrastructures

Albioma Dome (Reunion Island, France)

DOMINION designed and managed the construction 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 m³.

The client's objective was to transform their power plant into a biomass plant in record time.



Environmental cleaning and waste management services

Interior and exterior tank cleaning Cepsa (Spain)

DOMINION, a reference partner in the environmental sector, performed the cleaning of the interior and exterior roof of tank 107 of the facilities Cepsa Refinery Gibraltar-San Roque 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.



Centrifugation and cleaning of ponds

ATEX robotic systems (Spain)

DOMINION has the latest ATEX robotized equipment for the extraction of sludge from the bottom of ponds and lagoons remotely, without the need to stop production and promoting the efficient use of resources. We combine robotized sludge extraction with sludge treatment in mobile 2 or 3 phase ATEX centrifuge plants..

B2B: from the design and projects management to the subsequent O&M_

Industry



Refractory lining for Europe's largest WtE plant

Refractory Linings (Turkey)

DOMINION successfully completed the refractory lining work at Europe's largest waste-to-energy plant for municipal solid waste. They will process 1M tons of waste per year, generating around 70 MW of electricity, which will save landfill space and provide clean energy to Istanbul Metropolitan Municipality.

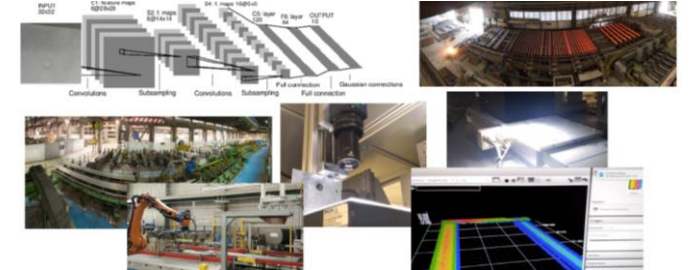


Industrial O&M service under One-Stop-Shop model

International chemical manufacturer (Spain)

DOMINION manages a wide variety of services in an comprehensive manner, including logistics management, electromechanical maintenance and implementation of improvements through digital platforms and tools, among others.

This is the Spanish plant of one of the largest companies in the chemical sector.



Digital transformation to achieve energy efficiency

Gonvarri (International plants)

Since 2016, DOMINION has implemented and managed an energy consumption control and monitoring solution for one of the world's leading automotive component manufacturers, enabling it to maximize the energy efficiency of 17 of its plants in 9 countries.

DOMINION designs, implements and operates digital transformation solutions in this and other areas.

B2B: from the design and projects management to the subsequent O&M_

Energy



Turnkey project and O&M in renewable energies

Photovoltaic solar park Kaixo (Mexico)

DOMINION managed from end to end the design and construction of Mexico's largest self-sufficient solar park, 65 MW, between 2016 and 2017.

DOMINION is currently managing the O&M contract, which is included in the scope of the project.



Turnkey project for an electric transmission line

Lauca-Luanda transmission line (Angola)

DOMINION integrally manages the construction of a 200 km transmission line linking the Lauca hydroelectric dam with the capital, Luanda. The scope includes from the financial structuring to the complete execution (expected end date 2021).

It is one of the most important projects in the country.



Deployment and O&M of electricity networks

Distribution lines for Enel (Peru, Chile and Colombia)

Since 2019, DOMINION has been carrying out deployment, commissioning and maintenance work on medium and low voltage electricity networks for ENEL in Chile, Colombia and Peru.

DOMINION's global capabilities, which allow it to ensure the quality and level of service in any part of the world, are the differential factor that the clients value the most.

B2B: from the design and projects management to the subsequent O&M_

Infrastructures



Technology integration and O&M in hospitals

Antofagasta Hospital (Chile)

Design and integral turnkey implementation of the technological and medical equipment of the Antofagasta hospital. A 123,000m² building that serves more than 900,000 people.

DOMINION was in charge of the "end-to-end" management that included from the incorporation of the equipment, clinical systems and information systems, to its operation and maintenance.



O&M service and management of entertainment venues

Barcelona Futbol Club (Spain)

DOMINION is responsible for providing the maintenance service and comprehensive operation of the facilities of Barcelona Football Club (Camp Nou, Palau Blaugrana, Ice Rink, Main Offices, Member Service Offices, Auditorium, and exterior urbanization).

Camp Nou is one of the world's leading sports facilities with a capacity for 99,000 spectators.



Turnkey project for audiovisual systems

Acciona, Expo Dubái 2020 (EAU)

DOMINION has been commissioned to design, install and commission the audiovisual systems of the sustainability pavilion for Expo 2020 in Dubai.

Touted as "the largest event ever held in the Arab world", the Expo will host 190 participating countries and millions of visitors from around the world.

B2B: from the design and projects management to the subsequent O&M_

Telecommunications



Implementation of an intelligent communications sys.

National Early Warning System (Chile)

DOMINION managed the comprehensive project, from design to implementation, for the creation of a tsunami early warning system in several regions of Chile.

The project was declared of public interest by the Chilean government and feasibility studies are currently underway to extend it to other coastal areas of the country.



Integral management of the logistic process

MásMóvil (Spain)

DOMINION manages the entire logistics process, from reception and storage to shipping, installation and delivery of terminals and other equipment, for the fastest growing telco company in Spain.

Since 2015, this 360° management of the logistics process has been carried out, allowing the operator to focus its efforts on its main objective: to attract new customers and offer them the best service.



Installation and maintenance of fiber optic services

Claro Fiber Optic Networks (Colombia)

DOMINION assumes the services of the mobile telecommunications operator, internet, television, fixed telephony and corporate solutions with the largest coverage in Colombia.

DOMINION will also carry out preventive and corrective maintenance, emergency care and improvement of the systems and infrastructure that make up the network.

Efficiency and sustainability at the heart of our value proposition.

Technology as a transformation instrument.

Culture as a basis of what we do.

We are DOMINION.



Headquarters

3 Pio Baroja Place, 1st Floor

48001 BILBAO (SPAIN)

Phone: (+34) 944 793 787

dominion-global.com

ANNEXES_

And a disruptive proposal in the B2C segment_

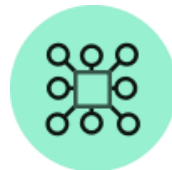
We have an omnichannel platform for customer **acquisition** and **management**.

B2B2C_

END TO END MANAGEMENT OF CUSTOMERS' NEEDS

PhoneHouse

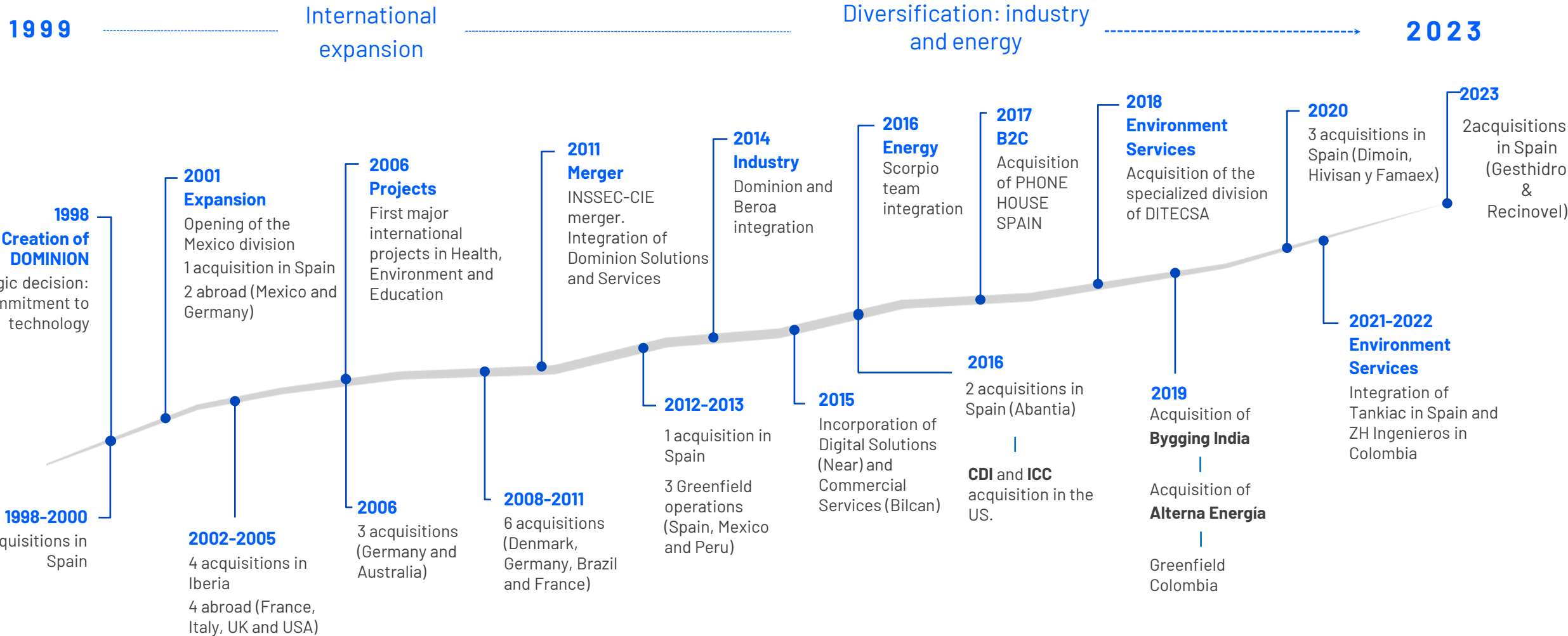
OMNICHANNEL PLATFORM
+ 400 physical stores



OUR OFFER
Multi-Service & Multi-Brand

- Higher **LTV** (Life Time Value)
- Outstanding** service
- Less **acquisition costs**

DOMINION: a proven market integrator_



Sales and Employees by country (of client) in 2022

