DOMINION

DOMINION



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We are DOMINION: equity story

ESG

Our capabilities

Q3 2026 Results



We are DOMINION_

We support our clients in facing the challenges of the energy, digital, and industrial transitions by delivering End-to-End solutions, applying technology in an innovative way, with a global presence and a distinctive management model and corporate culture.

COUNTRIES	CLIENTS	PEOPLE	REVENUES
>30	>750	> 11,000	> €1,000M



ENERGY TRANSITION

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



DIGITAL TRANSITION

Towards a more **connected** and **digitalized** world.



INDUSTRIAL TRANSITION

Towards a more competitive industry that **reduces its environmental impact.**

More than 25 years of diversificación_

THE INVESTMENT GROUP INSSEC CREATES DOMINION GLOBAL AND CIE AUTOMOTIVE

1999 — TELECOMMUNICATIONS SECTOR

2014 — INDUSTRIAL SECTOR

IPO

2016 — ENERGY SECTOR

2018 — HOME SECTOR

NEW STRATEGIC PLAN

2023

2025 — POSITIONING IN INDUSTRIAL SUSTAINABILITY

Telecommunications

In 1999, the investment group INSSEC focused on technology and created **DOMINION Global**. We positioned ourselves as a **network integrator and maintainer,** leveraging **technology** to respond to a deflationary environment.

MILESTONES:

- *Integration of Telecommunications Systems*
- *O&M Contracts with Various Telecom Operators*

Infrastructures

Applying our **360º vision to tech** integration and centralized service management in socially impactful infrastructures.

MILESTONES:

- *Turnkey Projects in Health, Alert Systems, and Education*
- *Smart Buildings and Comprehensive Infrastructure Maintenance*

Industry

The **industrial crisis** highlighted the need for **restructuring and production efficiency.** We transferred our experience from the Telco sector to the industrial sector to define **value propositions** based on **technology and efficiency**.

MILESTONES:

- *Industrial Infrastructures*
- *O&M One-Stop-Shop*
- *Industry 4.0 Projects*

Energy

Energy transition and the new urban mobility model. We position ourselves along two transforming axes:

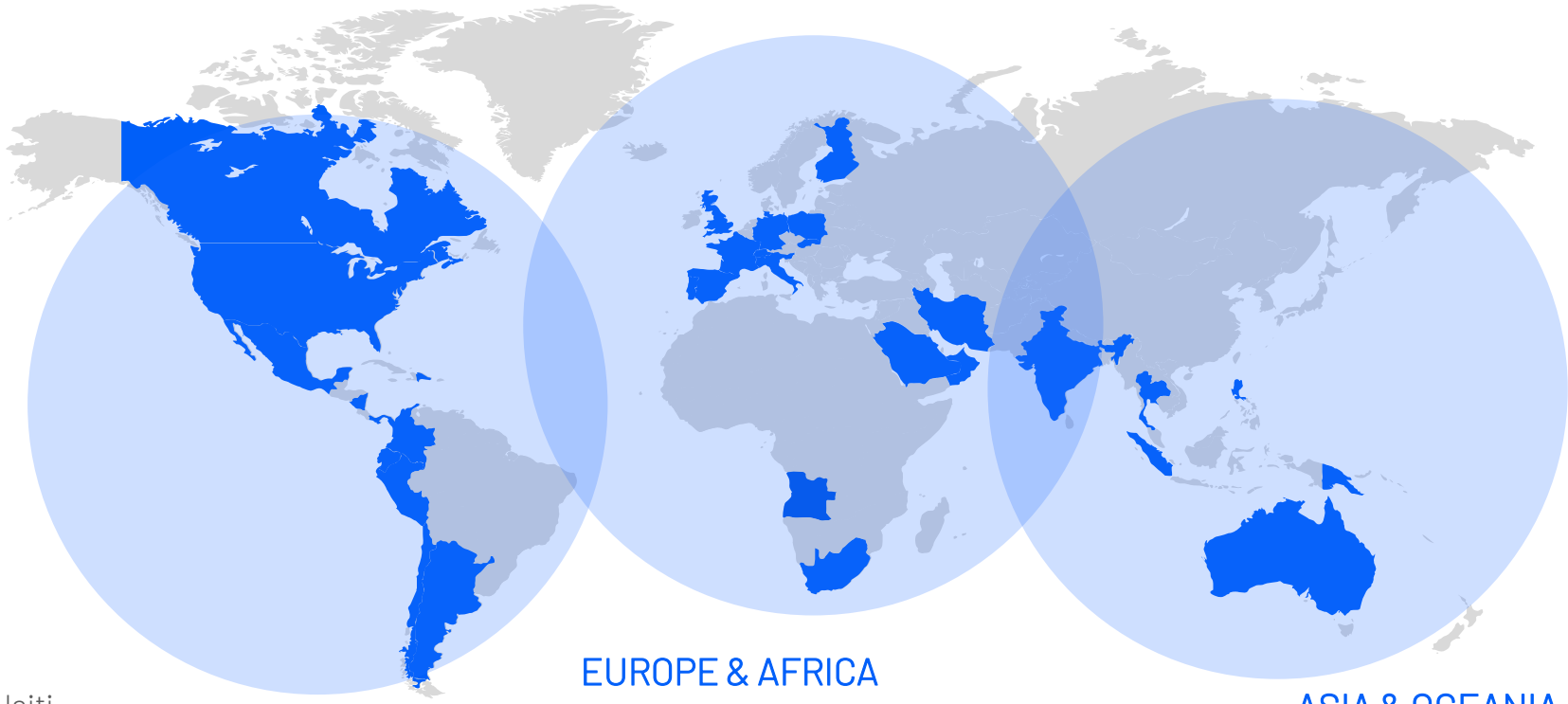
1 – Renewable Infrastructures

2- Energy Grids

MILESTONES:

- *Solar and Wind Parks*
- *Transmission Lines*
- *Charging Stations*

Our **global** presence_



AMERICA

USA
Canada
Mexico
Colombia
Peru
Argentina
Ecuador
Haiti
Honduras
El Salvador
Republica Dominicana
Chile
Uruguay

EUROPE & AFRICA

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

ASIA & OCEANIA

Australia
Philippines
Indonesia
Vietnam
India
Oman
Qatar
UAE
Saudi Arabia
Bahrain
China

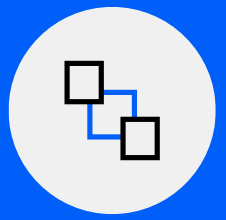
At the core of how we operate lies our **own culture and management model_**

The 4Ds, pillars of our management model



Digitalization

"...as a tool to improve efficiency"



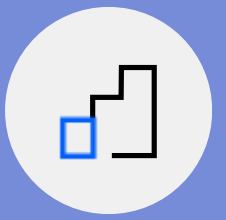
Diversification

"...as a risk mitigation tool"



Decentralization

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



Financial Discipline

"... to ensure financial strength and solvency"

Our business is structured through **two strategic areas_**

DOMINION

DIGITAL AND ENERGY TRANSITIONS

SUSTAINABLE INDUSTRIAL TRANSITION

GLOBAL DOMINION TECH-ENERGY

GDT

- SERVICES
- PROJECTS

GLOBAL DOMINION ENVIRONMENT

GDE

- CIRCULAR ECONOMY
- DECARBONIZATION

GDT's positioning in the Energy and Digital Transitions_

SERVICES

Technology **BPO services**, for our clients across **different sectors.**

TECHNOLOGY
ENERGY



PROJECTS

Infrastructure design and **development** of our clients.

TECHNOLOGY
ENERGY

GDE's positioning in the Industrial Transition_

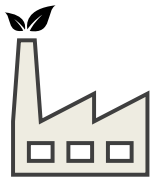
Environmental infrastructures for End-to-End waste management, from collection to reintegration into the production process.



CIRCULAR ECONOMY

DECARBONIZATION

Solutions to help industrial clients **reduce their environmental impact.**



ESG commitment_

MINIMIZE ENVIRONMENTAL IMPACT	PROMOTE A SAFE ENVIRONMENT	FOSTERING TALENT	SUPPLY CHAIN	GOVERNANCE AND ETHICAL MANAGEMENT
• More than neutral: Positive > negative footprint • With an ambitious objective	• Health & Safety • Sustainable compensation • WellDOM • Diversity and Workplace Harassment	• Culture • Flexibility • Development • Leadership	• A committed chain: sustainability as a key procurement criterion	• Una misma cultura ética en toda la empresa • Aplicando las mejores prácticas de gobernanza

NET ZERO

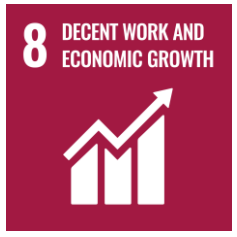
WE ARE diversity
WE ARE DOMINION
#WeAreDOMINION

ZERO ACCIDENTS

DOMINION













A solvent, growing and global company_

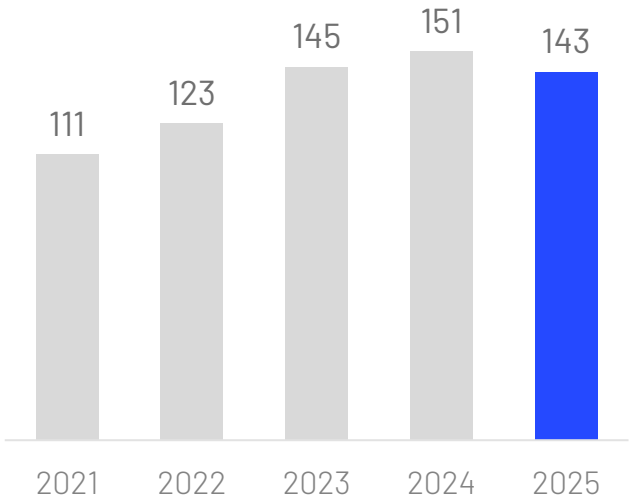
Solvent

Main figures 2025

Revenues	€ 1,045 M
EBITDA	€ 143 M
Attributable Income	€10.2M

Growing

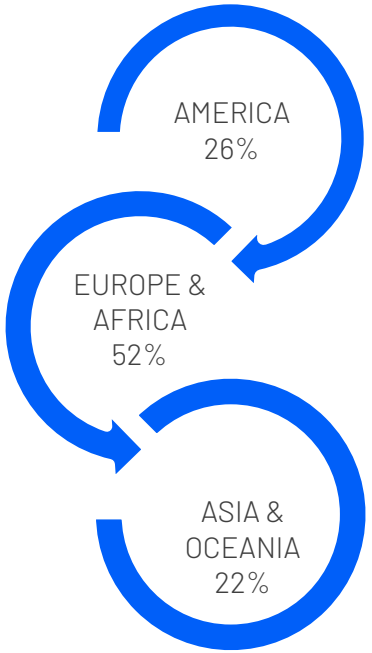
EBITDA[1] 2021-2025 (€M)



[1] 7.5 million euros divested by 2025.

Global y Diversified

Geographical distribution [1]



[1] On 2025 revenues in GDE

2023-2026 Strategic Plan Guidance_

2024-26 GUIDANCE

(*3 periods over 2023 numbers)

Sales	EBITDA	Operational Cash Generation
>+5% CAGR*	**>+7%** CAGR*	**>+9%** CAGR*

organically

RONA **>20%** | Towards **net zero debt** at the end of the plan, including renewable generation infrastructures

DOMINION: what makes investing worthwile_

1. Investing in DOMINION means investing in current trends; changing to continue being DOMINION

2. A unique value proposition: a comprehensive view of the value chain, a 360-degree perspective, and partnerships with our customers

3. A well-established management model supported by experienced leadership; with focus on value creation and shareholder rewards

4. A recurrent cash flow generation:
+450 M€ in operating FCF generated since 2016

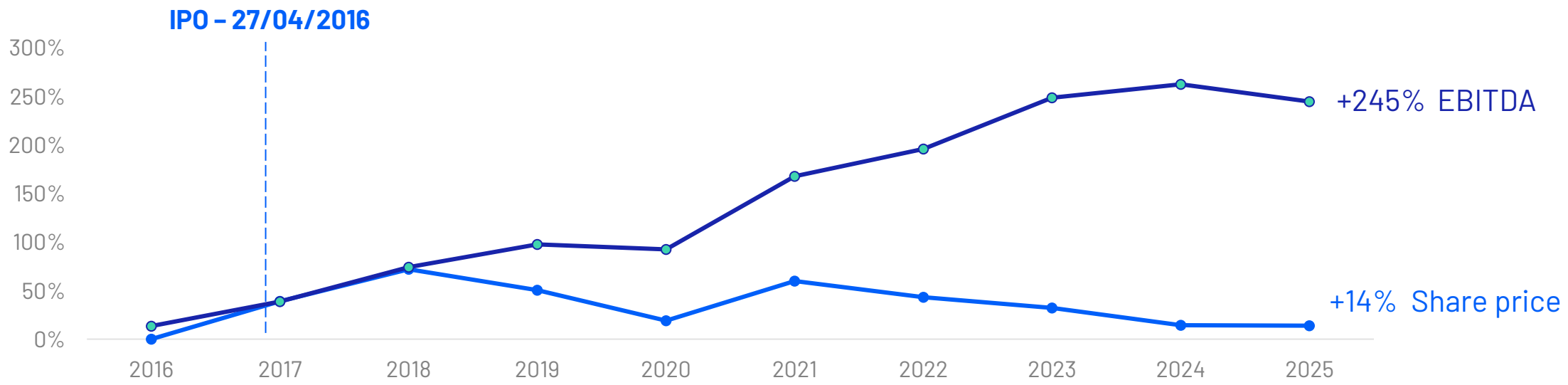
5. A story of profitable growth:
10% CAGR in sales and 11% CAGR in net profit(2016-2023)

6. Ambitious goals: The targets of the strategic plan envision additional growth beyond what has been achieved in the past 8 years

7. ESG: source of competitiveness, where efficiency equals long-term sustainability

What you're missing_

The stock price, clearly, does not reflect our fundamentals



Shares: **x1.14** (since IPO till dec 25)

Turnover: **x1.7**

EBITDA: **x3.0**

EBIT: **x2.1**

Net Comparable Income: **x1.3**

>450 M€ of **FCF generated** since IPO

Number of coverages: 7

Target Price 31/12/25: 5.74 €/share

Appreciation potential: 73.4%*

*Over closing numbers of 31/12/2025 (3,31€/share)

Dominion appoints Mikel Barandiaran as its new executive chairman and German Pradera as its new CEO, effective January 1 2027_

Mikel Barandiaran Landín (Executive Chairman)



Mikel Barandiaran, **founder** of DOMINION and, until now, the group's CEO, will assume the role of **executive chairman.**

During this new phase, he will support the new CEO in this transition, ensuring institutional continuity and leading the **company's strategic planning and institutional relations**.

Germán Pradera Lanza (CEO)



Pradera has more than **14 years** of experience at DOMINION, having served as Country Manager of the Peru subsidiary, Director of M&A and Investor Relations (where he participated in the **company's IPO** in 2016), and **General Manager** of the B2B Services division. He is currently **General Manager of GDE**, DOMINION's environmental business unit.

German will lead the **execution of the new Strategic Plan**, as well as the management of the **company's executive teams.**

The appointment is the result of a planned **succession process**, in which the **new CEO's experience and performance were deemed suitable** by the Appointments and Compensation Committee and approved by the Board of Directors.

We are DOMINION: equity story

ESG

Our capabilities

Q3 2026 Results



BEING

Sustainability by conviction

DOING

We generate sustainability



- Climate Change and the Transition to a Circular Economy
- Diversity and talent
- Health & safety
- Ethics and governance framework
- Supply chain

BEING – Sustainability by conviction_



CLIMATE CHANGE & CIRCULAR ECONOMY

Reducing the carbon footprint, adapting to climate change, and transitioning to a circular economy.



DIVERSITY AND TALENT

Zero tolerance for harassment, proactive measurement and management of wage differentials, and targeted awareness campaigns.



HEALTH & SAFETY

Zero accident" culture and a target to reduce the accident rate.



ETHICS AND GOVERNANCE FRAMEWORK

Zero tolerance policy for corruption, accompanied by a global risk management.



SUPPLY CHAIN

Adequacy of approval, selection and purchasing processes to transfer our commitment to our supply chain.

DOING – Our goal: to help our clients becoming more sustainable_



EMISSION REDUCTION

We help our customers to have more efficient processes and thus reduce their emissions. We play a key role in the progress of electrification.



RENEWABLE ENERGY

We are a relevant player in the deployment of renewable generation infrastructures.



CIRCULAR ECONOMY

We provide global and innovative solutions for the valuation and management of waste. We extend the useful life of the facilities.



HUMAN RIGHTS

We are a reliable and active partner in the respect of Human Rights, we carry out projects that guarantee access to health or the reduction of the digital gap.

Global Dominion Environment

- Environmental Services (Reduction of emissions, Circular economy)
- Energy efficiency
- Adaptation to climate change

GDT Servicios

- Access to electricity grids
- Network deployment
- Predictive and Preventive O&M
- Renewables O&M

GDT Proyectos

- Renewable Energies
- Hospital Technology
- Promotion and development of renewable energy projects
- Clean energy generation

Our ESG metrics_

Our stakeholders evaluate our commitment and progress in the field of sustainability. As part of our strategy, DOMINION carries out a communication and dissemination effort in different ways:

DIFUSSION

Sustainability Report

RATINGS

ecovadis

S&P Global Ratings

CDP

CERTIFICATIONS

GRI

ISO

OHSAS

A company committed to the transition to a more sustainable economy_

Highlights 2025

1. A sustainability strategy recognized by **rating agencies**

- **S&P** places us in the **83%** percentile of the sector.
- In **CDP** we obtain a **B score.**
- **Ecovadis** places us in the **77%** percentile of the sector.

2. An activity aligned with **EU taxonomy**

- **61%** of our revenue meets the taxonomy criteria.
- **19%** of our **activities** are **aligned** with the **taxonomy.**

3. **Committed** to reducing our environmental impact

- **ISO 14064** certification for **Scope 1 and 2** emissions.
- **SBTi-certified** emissions reduction plan through 2030.
- Full **Scope 3** reporting.
- Physical **climate risks** that are not critical to the business.

4. A **socially** responsible company

- Member of the **UN Global Compact** and Diversity Charter
- **Safety at work** comes first: we innovate and invest in technology to take care of our people
- **ISO 37001** for IT security and **ISO 27001** for anti-corruption

We are DOMINION: equity story

ESG

Our capabilities

Q3 2026 Results



Our geographical and business diversification_



Infrastructures and storage solutions

USA & Canada



Maintenance of banking sector branches.

Mexico



Turnkey project and O&M in renewable energy.

Dominican Republic



Industrial cleaning services for the Oil & Gas sector.

Spain



Telecommunications fiber deployment.

Germany



Turnkey project for a tall storage structure

India



O&M of energy efficiency plants

Australia



Deployment and O&M of telecom and power lines.

Peru & Colombia



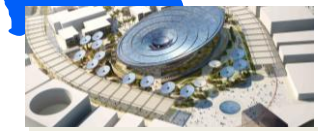
Turnkey project and O&M for hospitals.

Chile



Global project: Lauca-Luanda transmission line.

Angola



Turnkey audiovisual project for an exhibition center.

Dubai

GDE:

Sustainable Industrial Transition_

SUSTAINABLE INDUSTRIAL TRANSITION



CIRCULAR ECONOMY

End-to-End waste management and industrial cleaning

(Spain)

We carried out the internal and external cleaning of Tank 107 at Cepsa's Gibraltar-San Roque Refinery.

The project focused on minimizing risks and maximizing crude recovery, optimizing operational efficiency and adopting a sustainable approach, which allowed the tank to be brought back into service in the shortest possible time.



DECARBONIZATION

Energy Efficiency in a Glass Recycling Plant

(Australia)

We developed a project at the VISY Glass plant in Yatala, where specialized materials and equipment were installed to optimize thermal efficiency, reducing both energy consumption and environmental impact.

This plant, with the capacity to recycle up to 200,000 tons of glass per year, integrates advanced sustainable technologies that contribute to minimizing emissions.



DECARBONIZATION

Sustainable Renewal at Old Point Comfort

(USA)

We carried out a comprehensive project at the Old Point Comfort facilities, focused on environmental remediation and the upgrading of electrical systems.

The work ensured safer and more sustainable environments, with responsible waste management and the adoption of measures aligned with environmental regulations. This project reflects our commitment to environmental protection and operational continuity in highly complex facilities.

GDT:
Digital transition_

DIGITAL TRANSITION



TELECOMMUNICATION NETWORKS

Fiber optic services installation and Maintenance

(Germany)

We carried out the deployment of FTTX networks in collaboration with Deutsche Glasfaser, bringing connectivity closer to peripheral areas of major cities.

The implementation took place in the municipalities of Rösrath, Lohmar, and Lohmar Süd.



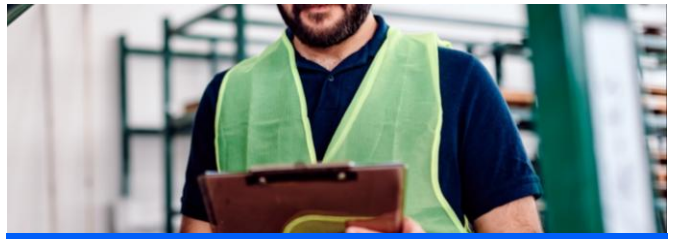
360º HEALTH

Technology integration and O&M at Antofagasta Hospital

(Chile)

We designed and implemented the technology and medical equipment for Antofagasta Hospital, a 123,000 m^2 facility serving over 900,000 people.

We managed the project "end-to-end," which included the integration of equipment, clinical systems, and information systems, as well as their subsequent operation and maintenance.



LOGISTIC SERVICES

End-to-End logistics Management

(Spain)

We managed the entire logistics process, from receipt and storage to shipping, installation, and delivery of terminals and other equipment for Spain's fastest-growing telecom company (Másorange).

We provided this 360º management of the process, allowing the operator to focus on its core objective: attracting new customers and providing them with the best service.

GDT:

Energy transition_

ENERGY TRANSITION



RENEWABLE ENERGY

Turnkey Project and O&M in Renewable Energy

(Dominican Republic)

We took on the development, execution, commissioning, and operation of the Mata de Palma II and III photovoltaic parks, located in San Antonio de Guerra, Santo Domingo.

With a total capacity of 140 MWp, the parks feature nearly 215,000 solar panels, 16 transformer stations, and a shared substation.



360º ENERGY

Turnkey Electric Transmission Project

(Angola)

We managed the end-to-end construction of a 200 km transmission line connecting the Lauca hydroelectric dam with the country's capital, Luanda. The scope covered everything from financial structuring to full execution.

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



ENERGY GRIDS

Deployment and O&M of Energy Grids

(Peru, Chile and Colombia)

Since 2019, we have been carrying out the deployment, commissioning, and maintenance of medium- and low-voltage power networks for ENEL in Chile, Colombia, and Peru.

We ensure quality and service excellence anywhere in the world, a key differentiator highly valued by our clients.

We are DOMINION: equity story

ESG

Our capabilities

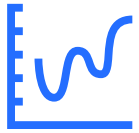
Q3 2026 Results



2026 Q3 Results_

The 2026 fiscal year is characterized by a **decline in project execution, which has not yet resumed**, and a reduction in activity in **The Gulf** and its related industries, as a result of the current **macroeconomic and geopolitical context.**

Sales



90% of the business (GDE + GDT Services) **grew organically by +5.2%** compared to the first nine months of 2025.

Total sales growth:
Organic +2%, inorganic -7.0%, due to divestitures and the sale process of renewable energy infrastructure, and a foreign exchange effect of -0.2%.

Margins



Profitability stands at an **EBITDA margin of 12.5% of sales.**

The margin declined compared with the same period due to the lower weight of GDT Projects in the mix and the exclusion from EBITDA of renewable infrastructure assets currently being divested[9] (both of which have above-average margins).

Net Income



The **net profit without discontinued Activities grows +19%.**

Q3 Income Statement and Comparative Analysis_

The strategic divestitures and the process of selling biomass in Argentina (classified as an "asset held for sale" [9]) affect the comparability of **revenue and margins.**

The analysis on a like-for-like basis reflects the actual performance of the business.

(Millions of €)	9M 2025	9M 2025 Comparable[8]*	%	9M 2026
Consolidated turnover[1]	800.1	**744.4**	**+1.9%**	**758.8**
EBITDA [2]	106.5	**98.9**	**-4.4%**	**94.6**
% EBITDA on turnover	13.3%	**13.3%**		**12.5%**
EBIT [2]	53.1		-16%	44.4
% EBIT on turnover	6.6%			**5.9%**
Net profit without discontinued activities	9.9		+19%	**11.8**
Net Attributable profit	6.0		+35%	**8.2**

Revenue grew organically, despite lower project execution by GDT Projects, in a year marked by divestitures.

EBITDA is impacted by the lower weight of GDT Projects in the mix (segment with above-average margins).

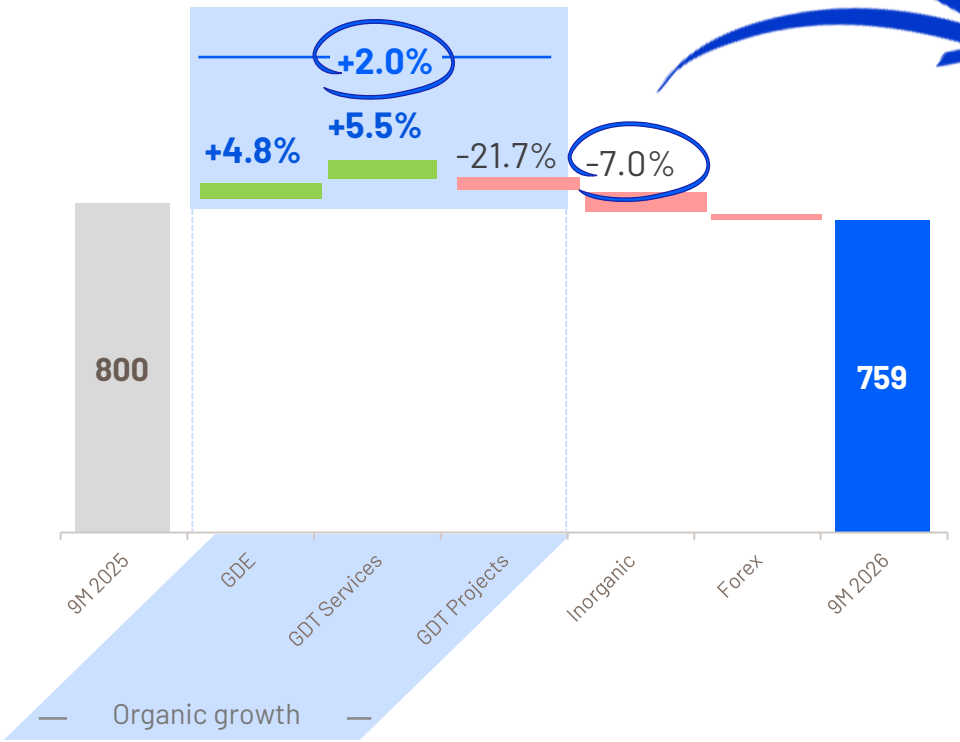
(*) Q3 2025 figures restated to reflect the same consolidation perimeter (see Appendix)

Revenue performance _

Organic sales growth, driven by a business model with a high degree of recurrency, which remains strong even in a complex and challenging geopolitical and economic environment.

Organic growth is driven by:

- **Recurring businesess** showed **solid growth**, growing by more than 5%.
- The **Projects** segment continues to be **negatively affected** by the macroeconomic environment of previous quarters.



The **inorganic** impact reflects compliance with the 2023–2026 Plan.

Continuing with **strategic divestitures:**

- ✓ Industrial business in France
- ✓ Orange retail chain (B2C)
- ✓ Mobile virtual network operator (B2C)
- ✓ Call Center Services for Telecommunications Carriers (Ampliffica)
- ✓ Non-core constructions of tanks business line discontinued[(9)]

And with the **divestment of renewable energy infrastructure:**

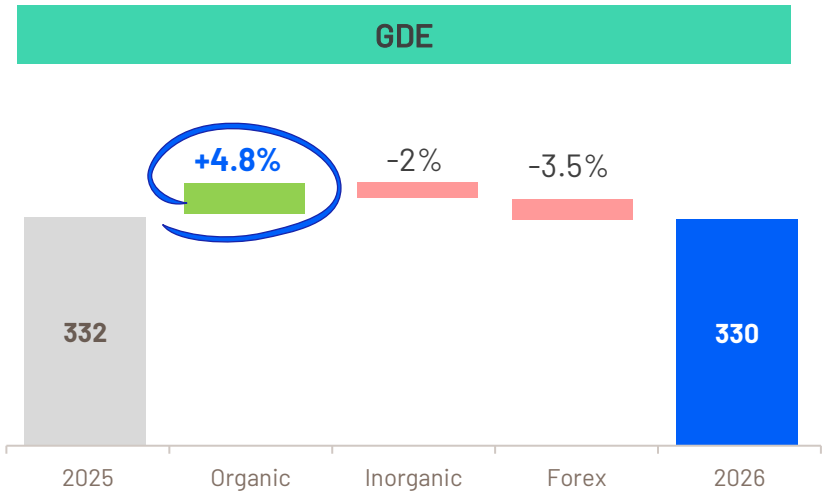
- ✓ Biomass in Argentina[(9)]
- ✓ Windfarm in México (without impact in revenues and EBITDA)

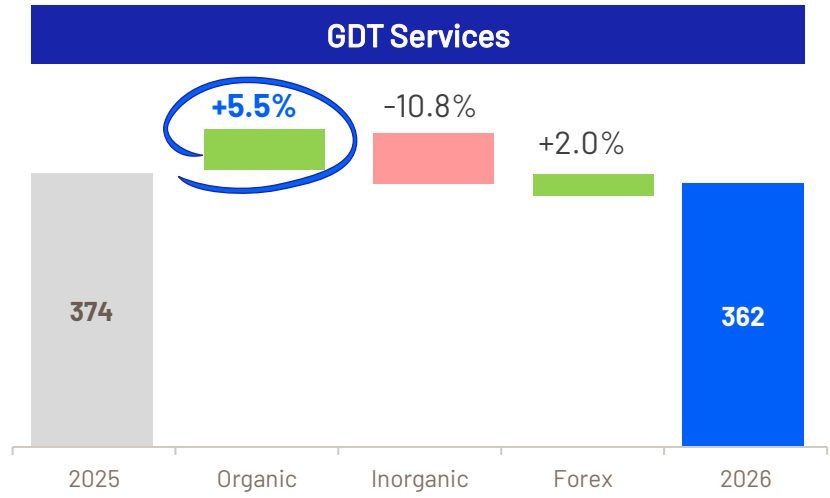
Revenue performance_

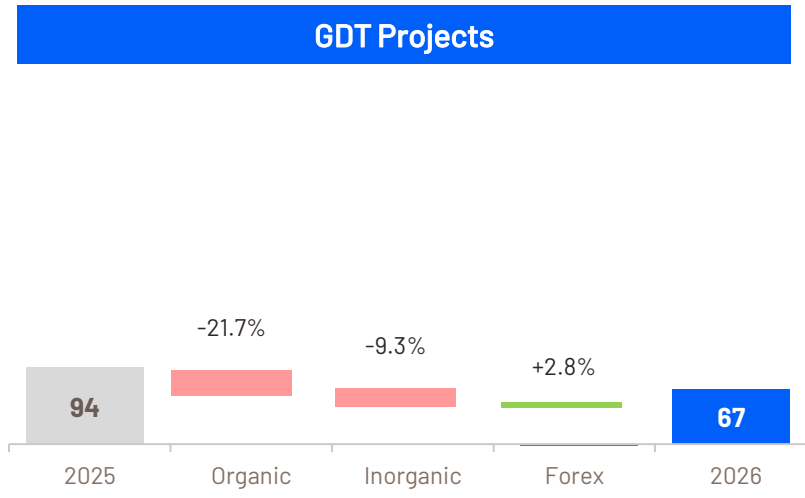
The two recurring strategic areas (GDE and GDT Services) continue to demonstrate strong organic growth, in line with the trends observed in previous quarters.

Simplification and divestitures are taking place across all segments, with the largest volume of divestitures concentrated in GDT Services.

The performance of the GDT Projects segment continues to be affected by delays in project execution resulting from international geopolitical and economic uncertainty; despite this, there have been no cancellations in the portfolio.

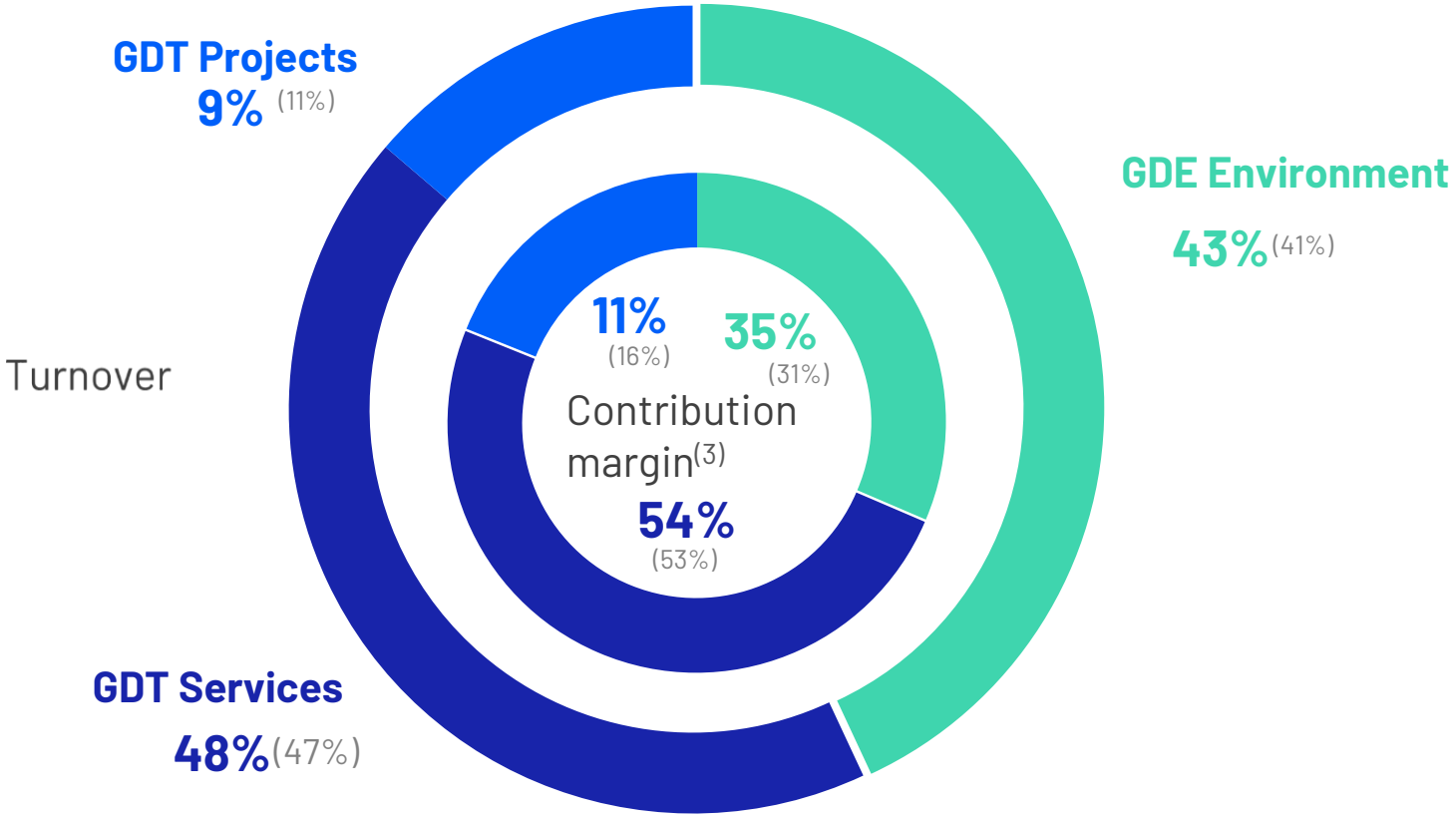






Segment breakdown_

Recurring segments (GDE and GDT Services) account for more than 90%, consolidating a **solid and predictable business model** that is well-positioned to perform strongly in complex environments.



(*) In grey data from Q3 2025

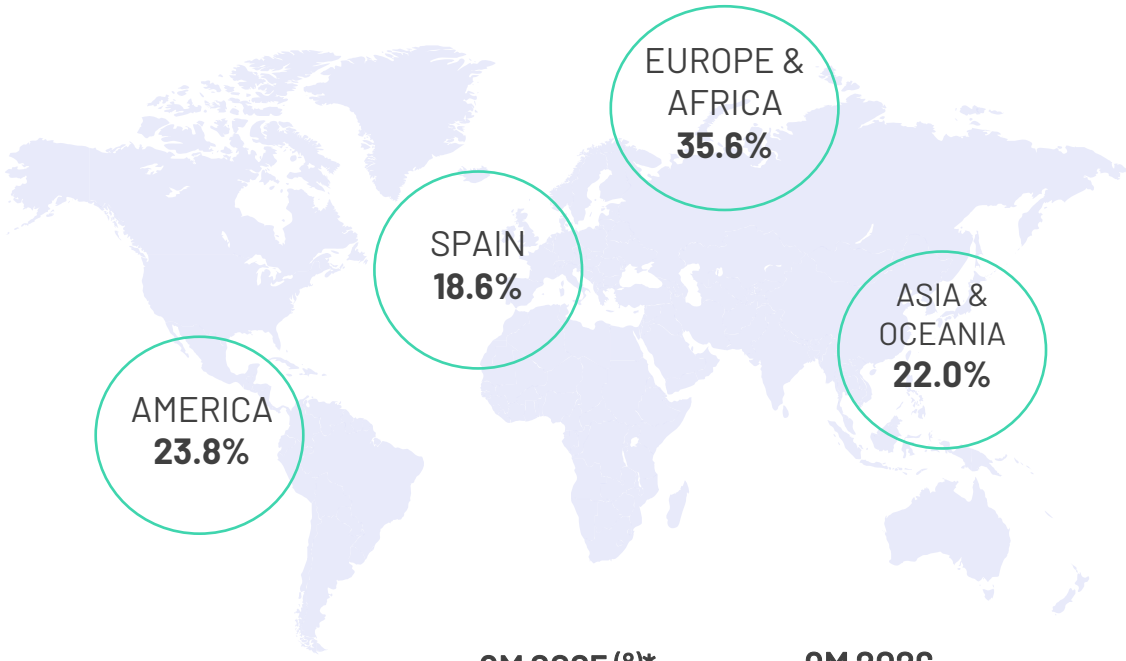
GDE- Environment_

GDE Environment

- ✓ Revenue **grew organically** by **+4.8%.**
- ✓ This is the segment with the greatest impact from forex -3.5% (geographic footprint: U.S, Canada, India, Middle East, and Australia).
- ✓ The contribution margin[3] stands at **12.1%** of sales.

- There continues to be a high recurrence of business in the circular economy sector through waste recovery contracts, both in the Iberian market and in Latin America. The first waste recovery contract was signed in Uruguay.
- Among the decarbonization solutions, highlights include new emissions control contracts in Asia and the signing of multiple contracts for thermal efficiency services, including our first contract in Panama.
- There continue to be significant impacts on operations in the Gulf countries due to the ongoing war during the last quarter, with problems related to on-site execution and material shortages.

Q3 2026 Revenue Breakdown



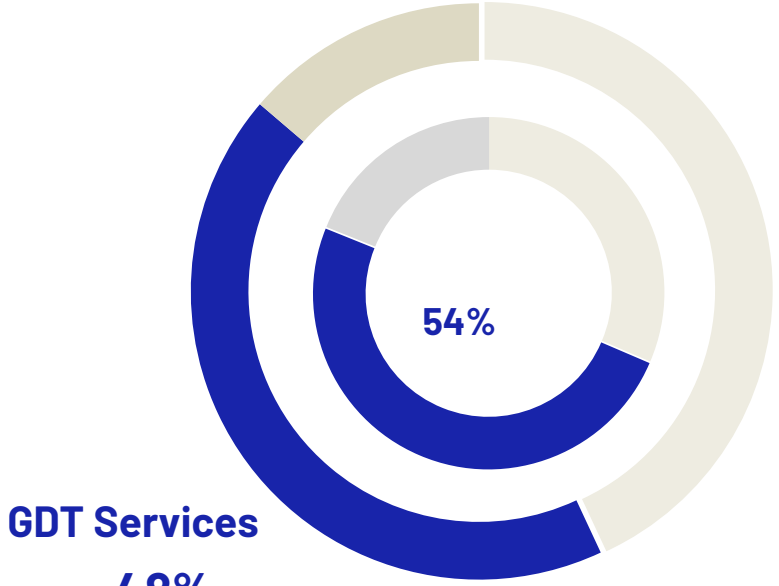
	9M 2025 (8)*		9M 2026
Turnover_	325.7 M€	+1%	**330.0 M€**
CM (3)_	39.9 M€	+1%	**40.0 M€**

(*) Q3 2025 figures restated to reflect the same consolidation perimeter (see Appendix)

GDT Services_

GDT Services

- ✓ Strong **organic growth of +5.5%** and a positive **forex contribution of 2%** (geographic footprint in Latin American currencies).
- ✓ The segment shows strong profitability, with a contribution margin[3] of **17.4%** of sales.
- This segment has accounted for the majority of divestitures, resulting from the sale of non-strategic businesses, in accordance with the simplification outlined in our strategic plan.
- We are now in the final phase of the process to optimize our former B2C business.
- Managing the transition of our contracts in light of the ownership changes among telecommunications operators and electric utilities in Latin America.
- Positioned to capitalize on planned investments in the improvement of the Spanish power grid. A highlight of this quarter was the signing of contracts for medium-voltage lines for industrial customers in Spain.



	9M 2025 [8]*		9M 2026
Turnover_	333.7 M€	+8%	**361.5 M€**
CM [3]_	62.3 M€	+1%	**62.9 M€**

(*) Q3 2025 figures restated to reflect the same consolidation perimeter (see Appendix)

GDT Projects_

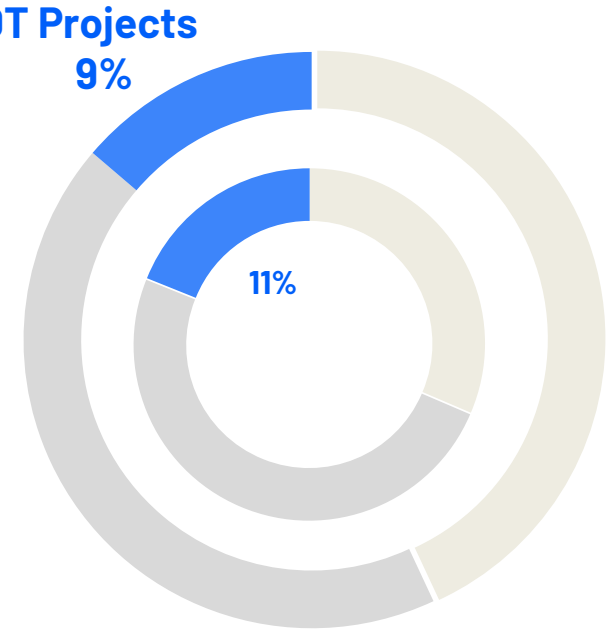
GDT Projects

- ✓ The pace of execution **slower than in previous fiscal years**, affecting cumulative sales (-18 M€) and profit margin (-4.5 M€) through September.
- ✓ The classification of the Argentina's biomass as held for sale results in approximately -9M€ in revenue and -3.5M€ in margin as of September.
- ✓ The contribution margin[3] remains at high level, at **19.1% of sales.**

- The project portfolio totals 364M€, with no cancellations despite the current global environment.

- Project implementation timelines continue to be affected by the uncertainty stemming from the current economic and geopolitical context. At the same time, the implementation of renewable energy projects faces a challenging geopolitical and macroeconomic environment that is slowing their development.

- Of particular note is the signing of a new contract for the technological integration of the telecommunications infrastructure at the Bilbao Exhibition Center (BEC), with a term of two years.



	9M 2025[8]*		9M 2026
Turnover_	85.0 M€	-21%	**67.2 M€**
CM[3]_	17.1 M€	-25%	**12.8 M€**

(*) Q3 2025 figures restated to reflect the same consolidation perimeter (see Appendix)

Appendix_

(1) **Consolidated Turnover:** Annual accounts Turnover.

(2) **EBITDA:** Net Operating Income + Depreciation **/ EBIT:** Net Operating Income.

(3) **Contribution Margin:** EBITDA before corporate structure and central administration costs.

(4) **Deuda Financiera Neta:** Financial Debt (Long and short Term) +/- Derivative financial instruments – Cash and Short-Term Investments.

(5) **Flujo de Caja Operativo:** EBITDA – difference between CAPEX and Amortization – NWC variation – Net Financial Income – Tax payment; (acquisitions excluded).

(6) **RONA:** EBITA / (Total non-current assets – Deferred assets – Goodwill not associated to cash + PPAs amortization current year +Net WC; excluded acquisitions of the year).

(7) **NWC:** Net Working Capital.

(8) **The consolidation perimeter varies with respect to Q3 2025 due to:** the sale of Global Dominion France's operations (December 2025), the customer base of the mobile virtual network operator TTB (early 2025), and the Conexión stores (January 2026); therefore, Q3 2026 does not include three months of these operations. Besides, Q3 2026 includes three months of the companies acquired in 2025: Ecogestion (Q3 2025) and ZCR (Q4 2025) and 5 months of the company acquired in 2026: Reyuplas (May 2026). Likewise, he scope varies due to the sale of biomass in Argentina, which has been classified as a "business held for sale" starting the second quarter, and the discontinuation of operations at the subsidiary engaged in tank manufacturing starting in the third quarter (a "non-core" business).

(9) **Impact of discontinuing the renewable biomass infrastructure in Argentina:** the effect on the 9-month income statement is (in millions of euros): 8.7 in revenue, 3.5 in EBITDA, and 1.1 in EBIT. The impact on the balance sheet is 47.4 million euros in assets versus 23.5 million euros in liabilities, resulting in net assets held for sale of 23.9 million euros. The impact on the nine-month income statement of discontinuing the "non-core" tank manufacturing business is (in millions of euros): 5.5 in revenue, 0.1 in EBITDA.

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