GENERAL SHAREHOLDERS MEETING
2025

DOMINION

FY 2024

GENERAL SHAREHOLDERS MEETING 2025

2024 CONTEXT

GENERAL SHAREHOLDERS MEETING 2025

STRATEGIC PLAN PILLARS

RECURRENCE

SIMPLIFICATION

SUSTAINABILITY

KEY INDICATORS SUPPORT DOMINION'S STRATEGY AND PERFORMANCE AT THE
HALFWAY POINT OF THE PLAN'S FULFILLMENT

GENERAL SHAREHOLDERS MEETING 2025

RECURRENCE

RECURRING ACTIVITIES, SERVICES, **HAVE GROWN ORGANICALLY THE MOST**.
AT THE BEGINNING OF THE PLAN, **SERVICES** ACCOUNTED FOR 57% OF THE COMPANY'S CONTRIBUTION MARGIN, AND **BY 2024 THEY ACCOUNT FOR 65%.**

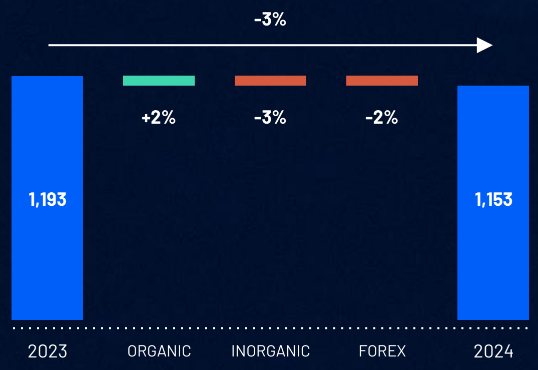
GENERAL SHAREHOLDERS MEETING 2025

TURNOVER

SALES

1,153M€

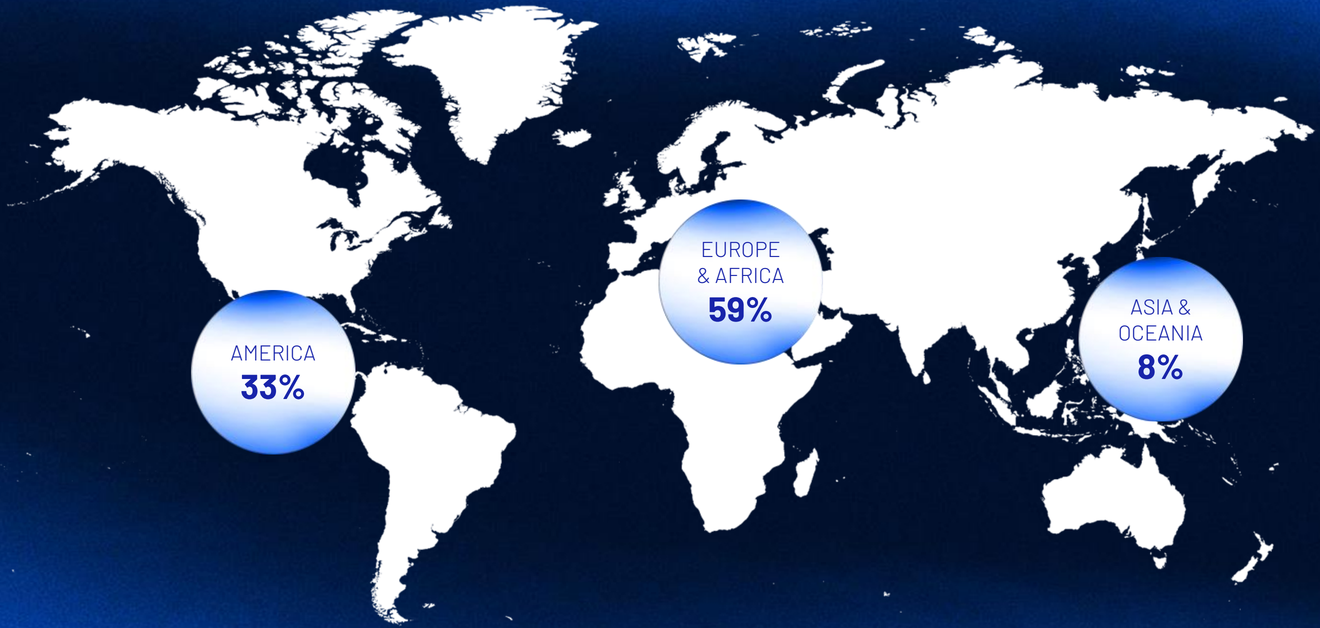
ORGANIC SALES GROWTH OF +2%.
TOTAL SALES DECLINED DUE TO STRATEGIC DIVESTITURES.



BREAKDOWN OF TURNOVER EVOLUTION,
MILLIONS OF EUROS

GENERAL SHAREHOLDERS MEETING 2025

TURNOVER BY GEOGRAPHY



GENERAL SHAREHOLDERS MEETING 2025

CONTRIBUTION MARGIN AND EBITDA

CM
177M€

↑ **+3,5%**

STRUCTURE
2,3% S/SALES

↑ **+4%**

EBITDA
151M€

CM

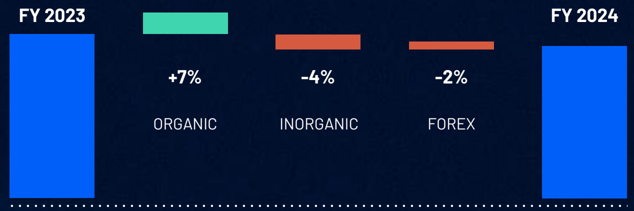
GROWTH OVER SALES DUE TO SIMPLIFICATION AND FOCUS ON MORE PROFITABLE ACTIVITIES

EBITDA

INCREASES TO 13% OF SALES IN 2024 THANKS TO AN INCREASE IN THE CM AND TO OPTIMIZED OVERHEADS.

GENERAL SHAREHOLDERSMEETING 2025

SUSTAINABLE SERVICES



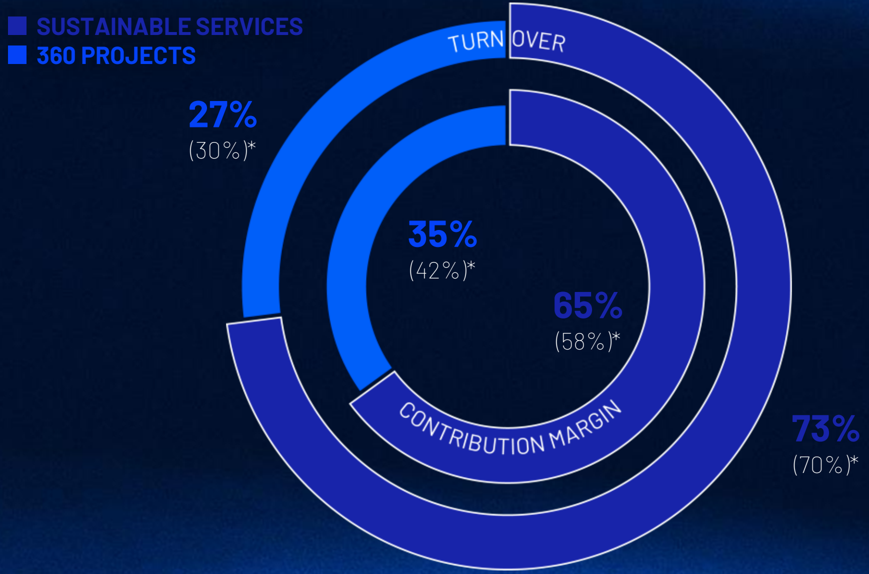
824.1M€ → **831.2M€**

TURNOVER +1%

93.8M€ → **110.9M€**

CM +18%

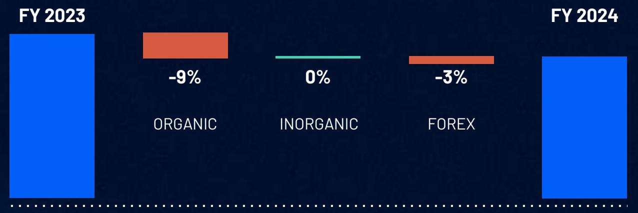
13.3%
CM/SALES



*IN PARENTHESES DATA FOR 2023

GENERAL SHAREHOLDERS MEETING 2025

360 PROJECTS



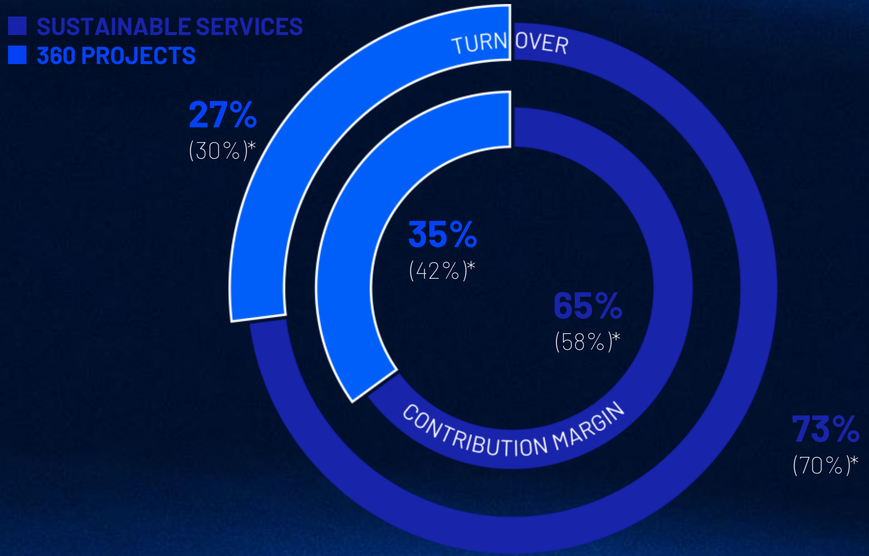
351.2M€ → **307.5M€**

TURNOVER -12%

67.9M€ → **59.7M€**

CM -12%

19.4%
CM/SALES



* IN PARENTHESES DATA FOR 2023

GENERAL SHAREHOLDERS MEETING 2025

BALANCE SHEET

NET FINANCIAL DEBT
183M€

RONA
19%

(MILLIONS OF €)	2023	VARIATION	2024
FIXED ASSETS	516.1	(22,9)	493.2
INFRASTRUCTURE ASSETS	138.4	3.5	141.9
IFRS 16	38.3	17.4	55.7
NET OPERATING WORKING CAPITAL	(205.0)	21.9	(183.0)
TOTAL NET ASSETS	487.8	19.9	507.8
EQUITY	316.0	(3.2)	312.8
NET FINANCIAL DEBT EX-INFRA	(45.4)	101.8	56.4
NET FINANCIAL DEBT INFRASTRUCTURE	120.3	6.1	126.5
IFRS16 DEBT	33.4	17.2	50.7
OTHER	63.5	(102.0)	(38.6)
EQUITY AND LIABILITIES	487.8	19,9	507.8

GENERAL SHAREHOLDERS MEETING 2025

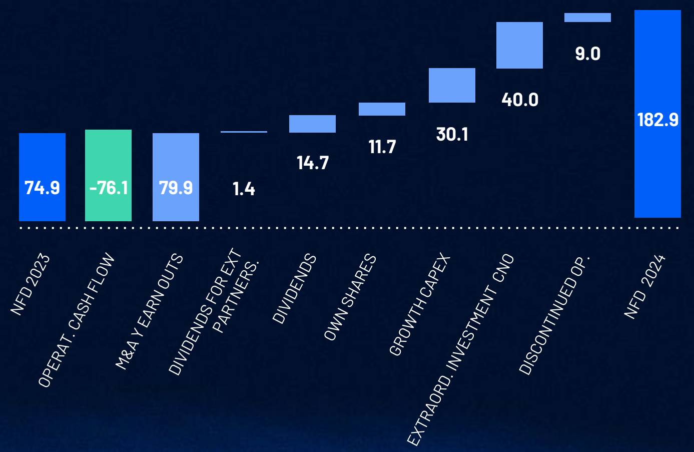
CASH FLOW GENERATION

OPERATING
CASH FLOW
76M€

↑ +7.5%

OPERATING CASH FLOW

GROWTH IN CASH FLOW GENERATION WELL ABOVE MARGIN GROWTH



GENERAL SHAREHOLDERS MEETING 2025

NON-FINANCIAL INFORMATION

LOW CARBON FOOTPRINT

COMMITMENT TO THE ENVIRONMENT

- **Climate transition plan**.
  - Decarbonization plan
  - Contrasted targets: SBT
  - Climate risk assessment
- **First CSRD report**

11,000 PEOPLE

COMMITMENT TO PEOPLE

- **Diversity and Inclusion:** 73 nationalities and 4 age generations
- **Taking care of our people:** More training in Health & Safety
- **Fostering talent:** Young employees

STRENGTHENING TRUST

COMMITMENT TO GOOD GOVERNANCE

- **ISO 37001** prevention of fraud
- Cybersecurity continuous improvement: **ENS**
- **Supply chain**

GENERAL SHAREHOLDERS MEETING 2025

SIMPLIFICATION

DIVESTMENT OF ACTIVITIES NOT ALIGNED WITH THE COMPANY'S SUSTAINABILITY AND PROFITABILITY STRATEGY.

GENERAL SHAREHOLDERS MEETING 2025

SIMPLIFICATION - STRATEGIC PLAN

BUSINESS UNITS

APROX
140M€
TURNOVER DIVESTED

DIVESTMENTS

RENEWABLE ASSETS

GENERAL SHAREHOLDERS MEETING 2025

SUSTAINABILITY

NEW STRUCTURE TO ADDRESS THE ENVIRONMENTAL SUSTAINABILITY OBJECTIVES OF INDUSTRIAL CUSTOMERS:
CREATION OF GLOBAL DOMINION ENVIRONMENT (GDE).

GENERAL SHAREHOLDERS MEETING 2025

ENERGY TRANSITION

ELECTRIFICATION & RENEWABLE GENERATION

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

SOCIO-DIGITAL TRANSITION

DIGITIZATION OF SOCIETY

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

SUSTAINABLE INDUSTRIAL TRANSITION

DECARBONIZATION &CIRCULAR ECONOMY

Towards a more competitive, more automated and much more **sustainable industry** based **on circular economy** and decarbonization.

NEW COMPANY STRUCTURE

DOMINION

SOCIO-DIGITAL TRANSITION AND ENERGY TRANSITION

GLOBAL DOMINION TECH-ENERGY (GDT)

- SERVICES
- PROJECTS

SUSTAINABLE INDUSTRIAL TRANSITION

GLOBAL DOMINION ENVIRONMENT (GDE)

- CIRCULAR ECONOMY AND DECARBONIZATION

GENERAL SHAREHOLDERSMEETING 2025

GLOBAL DOMINION TECH-ENERGY (GDT)

SERVICES

SOCIO-DIGITAL TRANSITION AND
ENERGY TRANSITION

PROJECTS

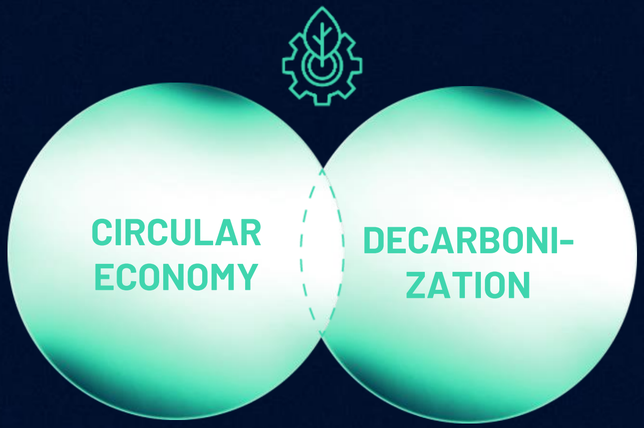
ELECTRIFICATION
TELECOMMUNICATIONS
LOGISTICS AND COMMERCIAL SERVICES

360º PROJECTS
RENEWABLES

GENERAL SHAREHOLDERS MEETING 2025

GLOBAL DOMINION ENVIRONMENT (GDE)

SUSTAINABLE INDUSTRIAL TRANSITION



INTEGRAL WASTE MANAGEMENT, FROM COLLECTION TO REINCORPORATION INTO THE PRODUCTION PROCESS.

ENERGY EFFICIENCY AND CARBON EMISSIONS REDUCTION SOLUTIONS.

GENERAL SHAREHOLDERS MEETING 2025

SHAREHOLDER RETURN

GENERAL SHAREHOLDERS MEETING 2025

15M€

IN SHAREHOLDER REMUNERATION

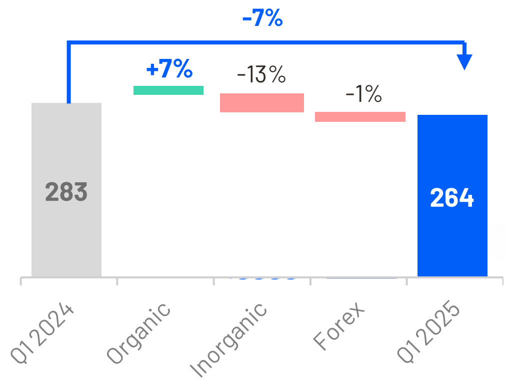
GENERAL SHAREHOLDERS MEETING 2025

Q1 2025 RESULTS

GENERAL SHAREHOLDERS MEETING 2025

INCOME STATEMENT

(Millions of €)	Q1 2024	%	Q1 2025
Turnover[1]	283.1	-7%	264.1
EBITDA [2]	34.8	3%	35.9
% EBITDA on Turnover	12.3%		13.6%
EBIT [2]	19.4	2%	19.8
% EBIT on Turnover	6.9%		7.5%
Comparable Net Income [3]	9.3	6%	9.9
% Result on Turnover	3.3%		3.8%
Attributable Net Income [3]	7.3	25%	9.1

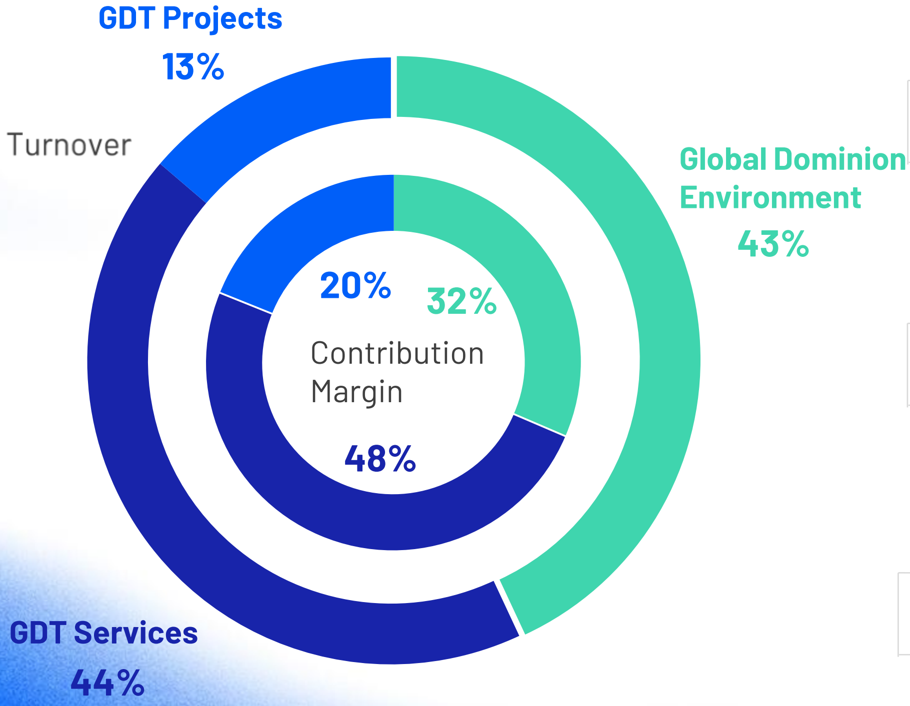


Q1 2024 Comparable (*)	%	Q1 2025
246.3	7%	264.1
33.0	9%	35.9
13.4%		13.6%
17.9	11%	19.8
7.3%		7.5%
8.2	22%	9.9
3.3%		3.8%
6.1	49%	9.1

(*) Q1 2024 data pro-forma to include the new structure and the elimination of sales and margins of the activities sold during fiscal 2024 (Appendix).

GENERAL SHAREHOLDERS MEETING 2025

SEGMENT BREAKDOWN



		Q1 2024 (*)		Q1 2025
GDE	Turnover_	107.8 M€	+6%	**113.7 M€**
	CM_	12.6 M€	+6%	**13.3 M€**

		Q1 2024 (*)		Q1 2025
GDT Services	Turnover_	102.6 M€	+12%	**115.1 M€**
	CM_	18.0 M€	+13%	**20.3 M€**

		Q1 2024 (*)		Q1 2025
GDT Projects	Turnover_	36.0 M€	-2%	**35.3 M€**
	CM_	9.0 M€	-4%	**8.7 M€**

(*) Q1 2024 data pro-forma to include the new structure and the elimination of sales and margins of the activities sold during fiscal 2024 (Appendix).

GENERAL SHAREHOLDERS MEETING 2025

ON TRACK FOR COMPLIANCEOF THE PLAN

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COMPLIANCE WITH THE STRATEGIC PLAN

GUIDANCE 2024-26

3 PERIODS ON FIGURES 2023

SALES

>+5%

CAGR*

EBITDA

>+7%

CAGR*

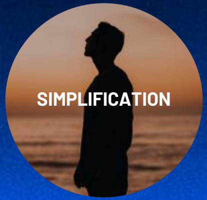
OPERATING CASH FLOW GENERATION

>+9%

CAGR*

ORGANICALLY

RONA >20% TOWARDS ZERO NET DEBT AT THE END OF THE PLAN, INCLUDING RENEWABLE GENERATION INFRASTRUCTURE.



GENERAL SHAREHOLDERS MEETING 2025

THANK YOU VERY MUCH

WE ARE DOMINION

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