DOMINION

DOMINION

SEPTEMBER 2026

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We are DOMINION: equity story

ESG

Our capabilities

H1 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
>35	>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 20 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:

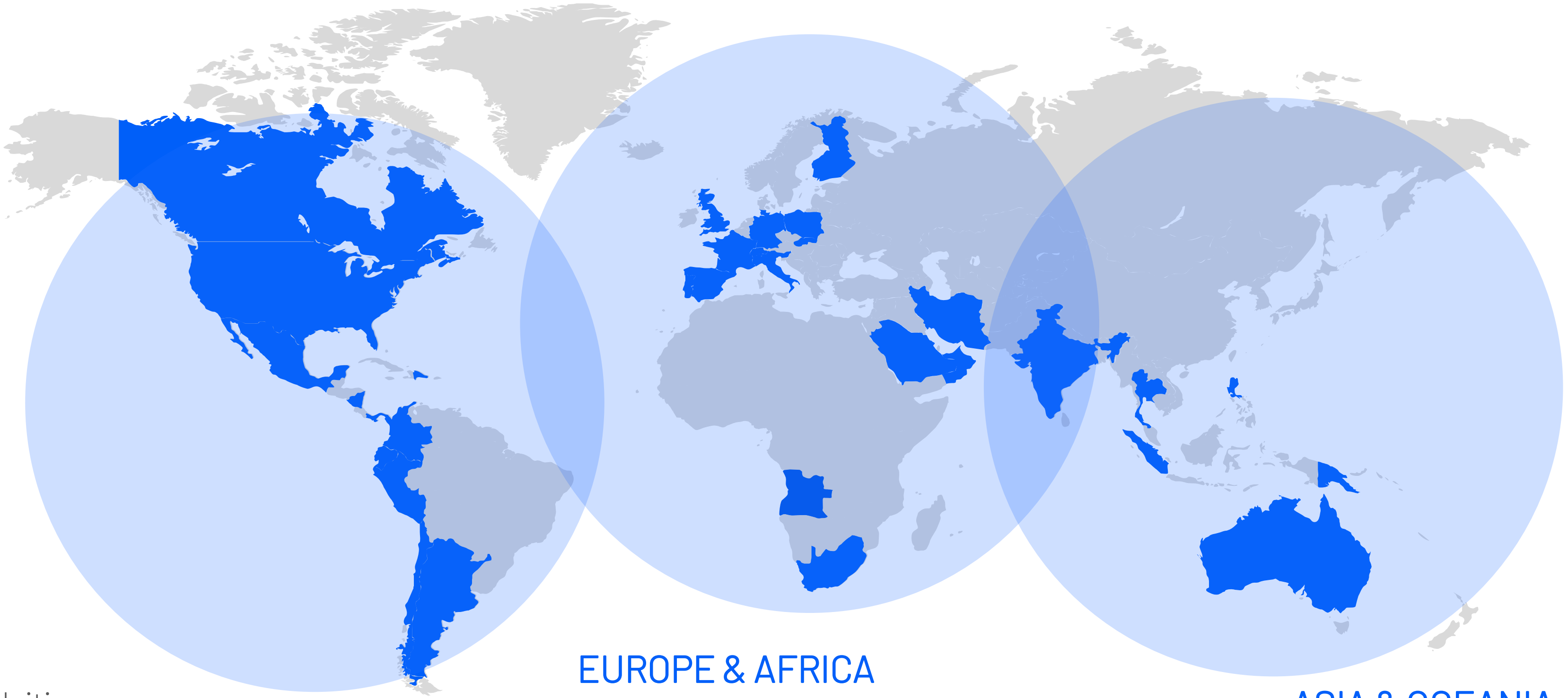
1 – Renewable Infrastructures

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

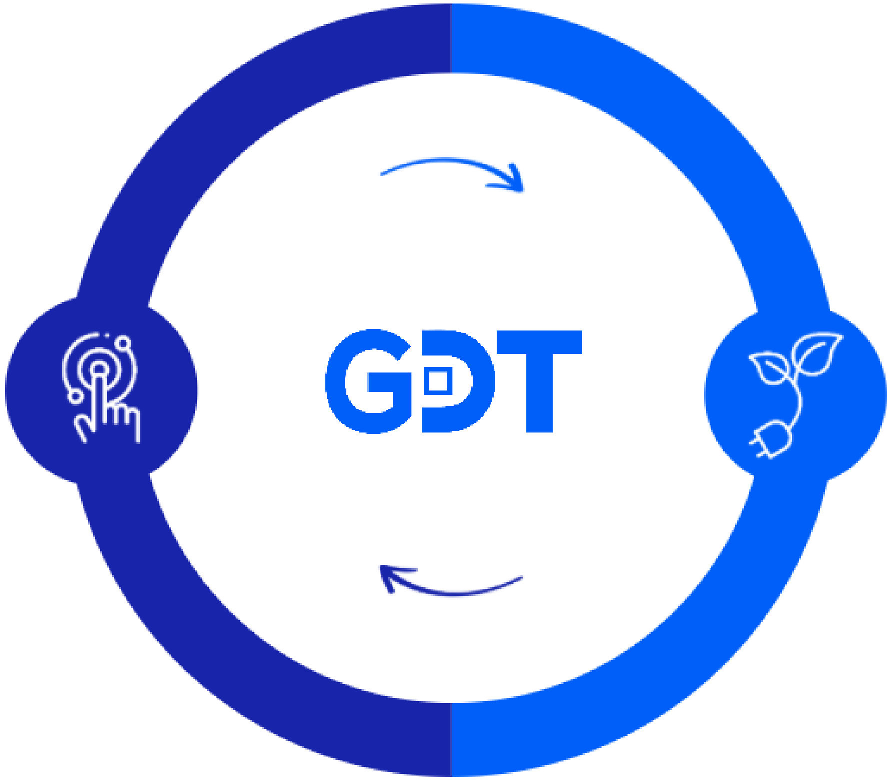
- CIRCULAR ECONOMY
- DECARBONIZATION

GDT's positioning in the **Energy and Digital Transitions_**

SERVICES

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

TECHNOLOGY
ENERGY



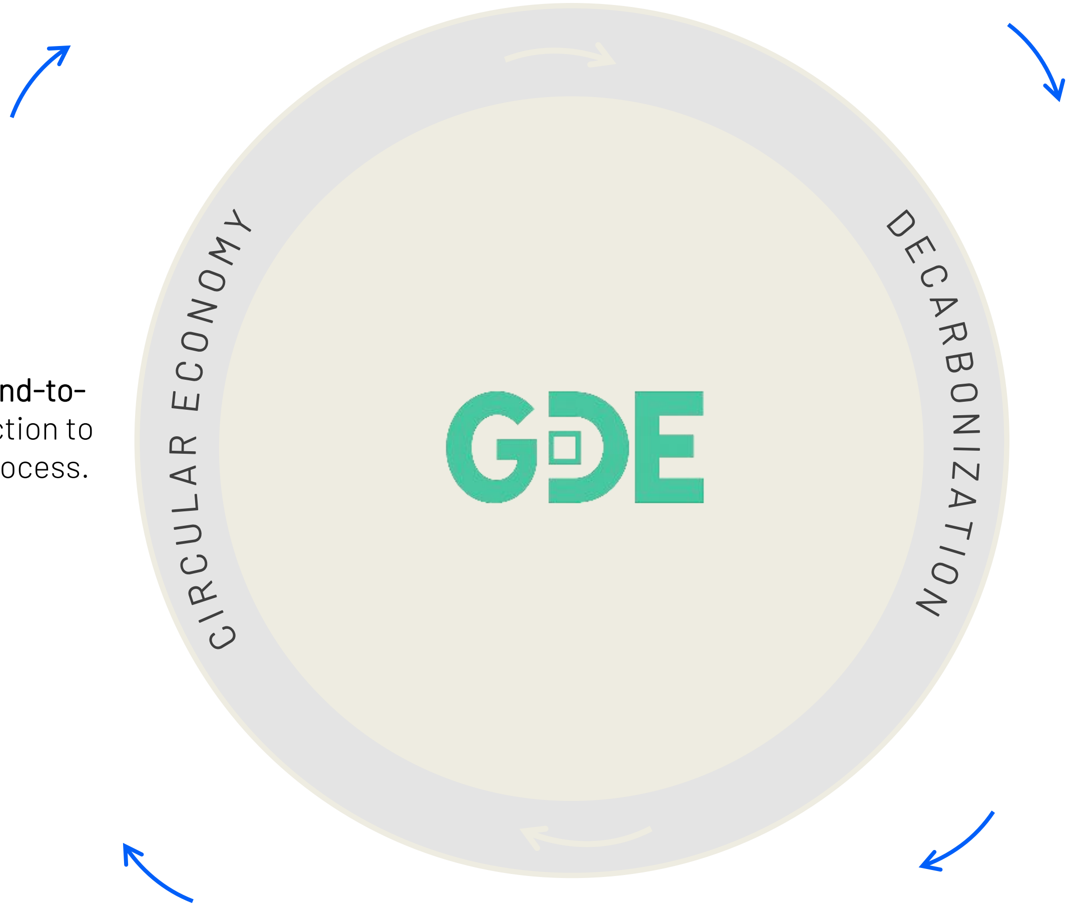
PROJECTS

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

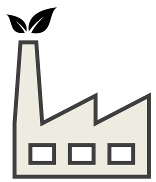
TECHNOLOGY
ENERGY

GDE's positioning in the Industrial Transition_

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



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

13 CLIMATE ACTION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

3 GOOD HEALTH AND WELL-BEING

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

4 QUALITY EDUCATION

A solvent, growing and global company_

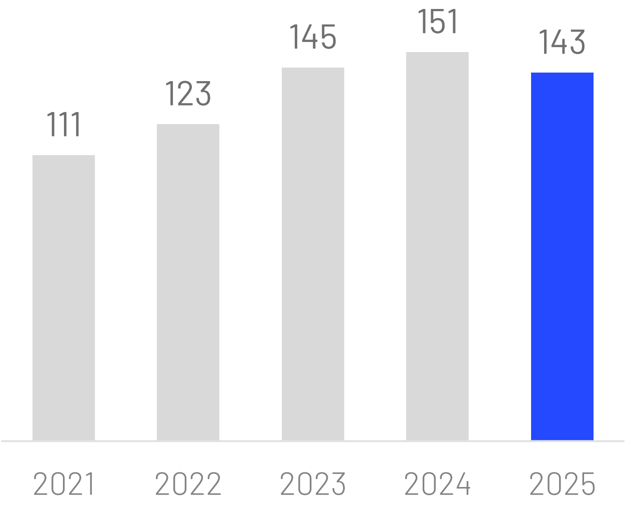
Solvent

Main figures 2025

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

Growing

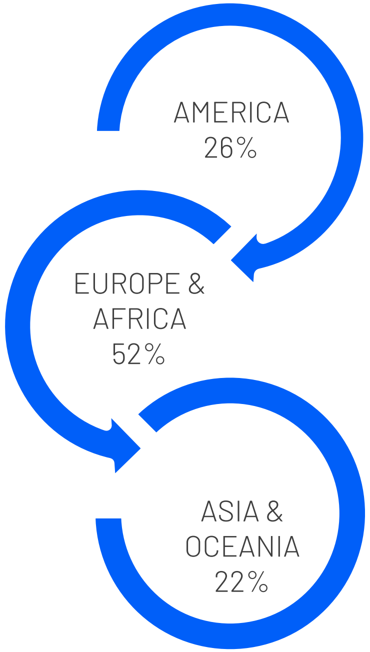
EBITDA[1] 2021-2025 (€M)



[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

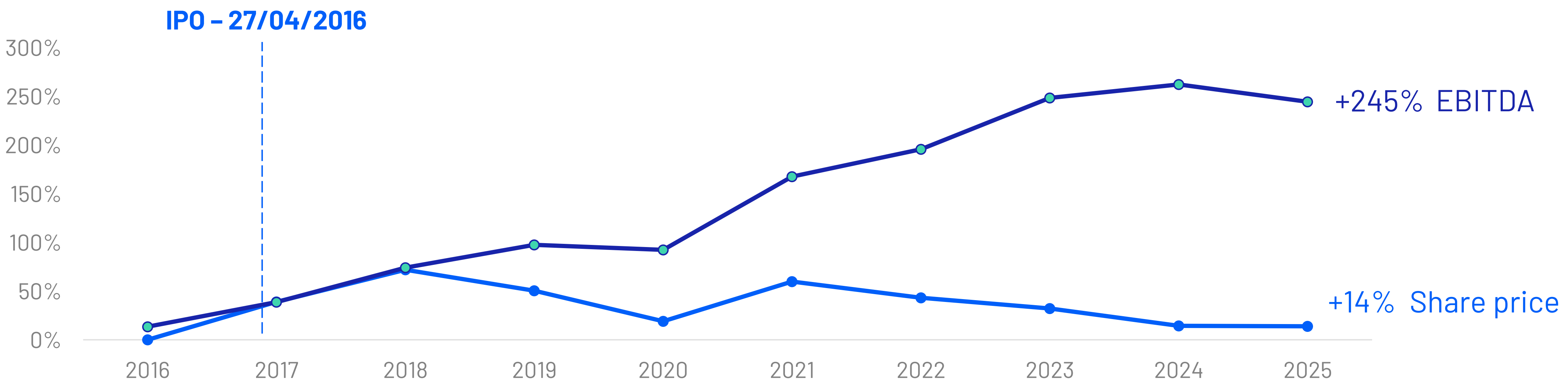
5. A story of profitable growth: 10% CAGR in sales and 11% CAGR in net profit(2016-2023)

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)

We are DOMINION: equity story

ESG

Our capabilities

H1 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.

ETHICS AND GOVERNANCE FRAMEWORK

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

DIVERSITY AND TALENT

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

SUPPLY CHAIN

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

HEALTH & SAFETY

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

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	RATINGS	CERTIFICATIONS
Sustainability Report	ecovadis	GRI
WWW	S&P Global Ratings; CDP DRIVING SUSTAINABLE ECONOMIES	ISO; OCCUPATIONAL HEALTH & OHSAS SAFETY ADVISORY SERVICES

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

H1 2026 Results

Our geographical and business diversification_

Infrastructures and storage solutions

USA & Canada

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

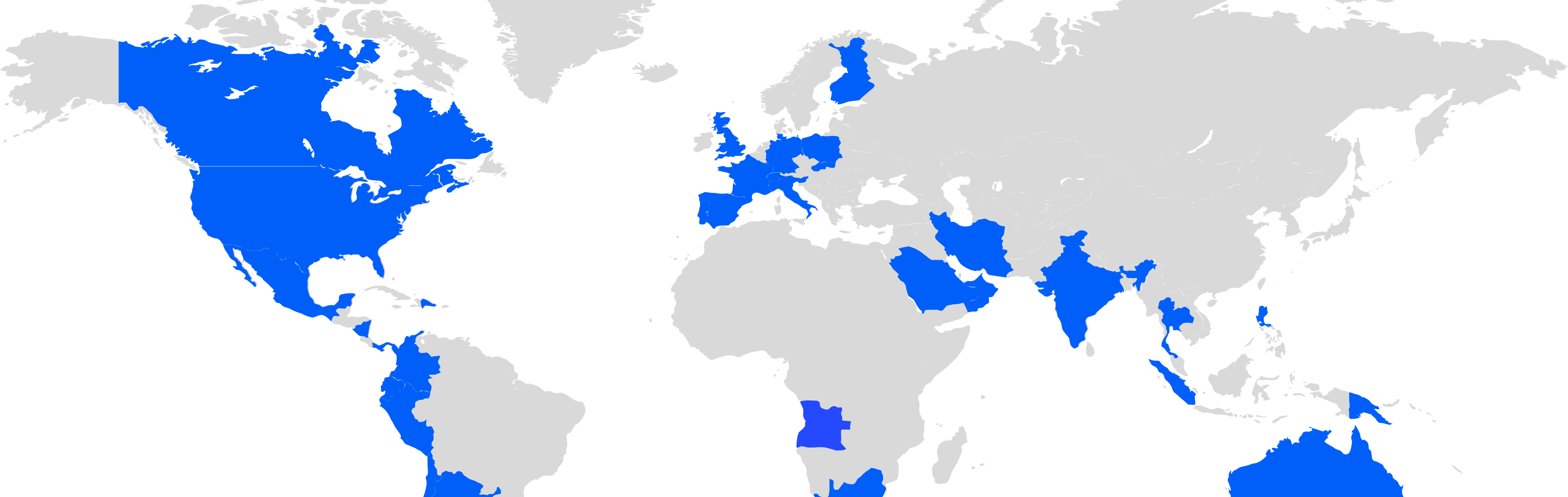
India

Maintenance of banking sector branches.

Mexico

O&M of energy efficiency plants

Australia



Deployment and O&M of telecom and power lines.

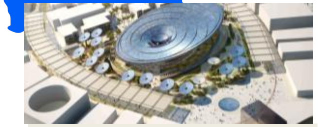
Peru & Colombia

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

H1 2026 Results

2026 H1 Results_

Sales

Organic sales growth of +0.5% at constant currency compared to 1H 2025.

Divestitures and the sale of renewable energy infrastructure accounted for -7.5%, and the foreign exchange effect accounted for -1%.

Margins

Profitability reached an **EBITDA margin of 12.8% of sales.**

This represents a decrease compared to the comparable period[9] due to the reduced weight of GDT-Projects (the segment with the highest margins) relative to recurring businesses.

Net Income

On a comparable basis [9], **net profit attributable to continuing operations increased by €6.9 million.**

Q1 Income Statement and Comparative Analysis_

The **strategic divestitures** carried out and the **sale of the biomass business in Argentina** (classified as of this quarter as an "asset classified as held for sale" [10]) affect the comparability of **revenue and margins**. The analysis on a like-for-like basis reflects the actual performance of the business, which **continues to grow organically.**

(Millons of €)	H1 2026	H1 2025 Comparable[9]*	%	H1 2026
Consolidated turnover[1]	537.6	**497.2**	**-0.6%**	**494.1**
EBITDA [2]	73.8	**67.1**	**-5.8%**	**63.2**
% EBITDA on turnover	13.7%	**13.5%**		**12.8%**
EBIT [2]	38.6	33.9		28.8
% EBIT on turnover	7.2%	**6.8%**		**5.8%**
Net profit without discontinued activities	6.7	**3.9**	**173%**	**10.8**
Net Attributable profit	5.0	**2.2**		**7.1**

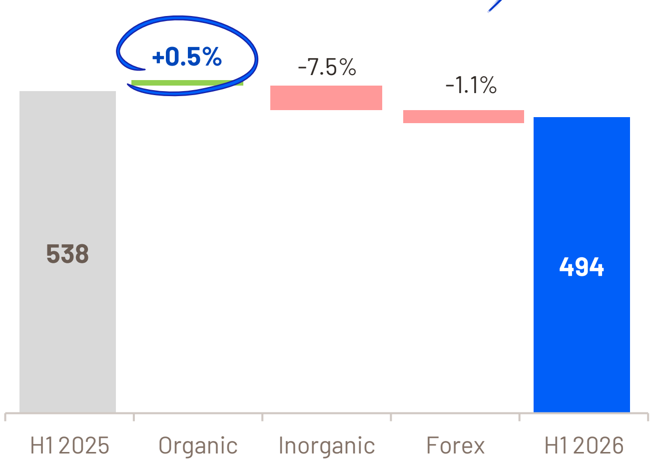
Revenue is growing organically **(+0.5%)**

Net profit without discontinued operations excludes renewable infrastructure held for sale as part of the strategic simplification.

(*) H1 2025 figures restated to reflect the same consolidation perimeter (see Appendix)

Revenue performance _

Organic sales growth, driven by a highly recurring business model, which has remained steady even in a complex and challenging geopolitical environment.



Revenue is growing organically **(+0.5%)**

Organic growth is driven by:

- **Solid performance** in **recurring businesses**, which reaffirms the strategy of increasing the weight of these activities.
- **Projects segment** that continues to be affected by the same macroeconomic environment as in 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)

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

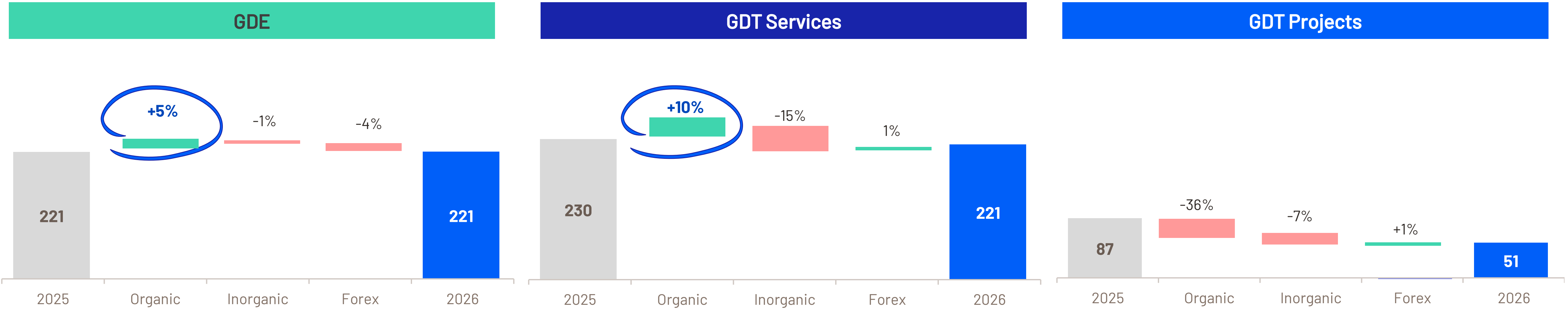
✓ Biomass in Argentina[10]

Revenue performance_

The two recurring strategic areas (GDE and GDT-Services) exceed the organic growth guidance set out in the Strategic Plan.

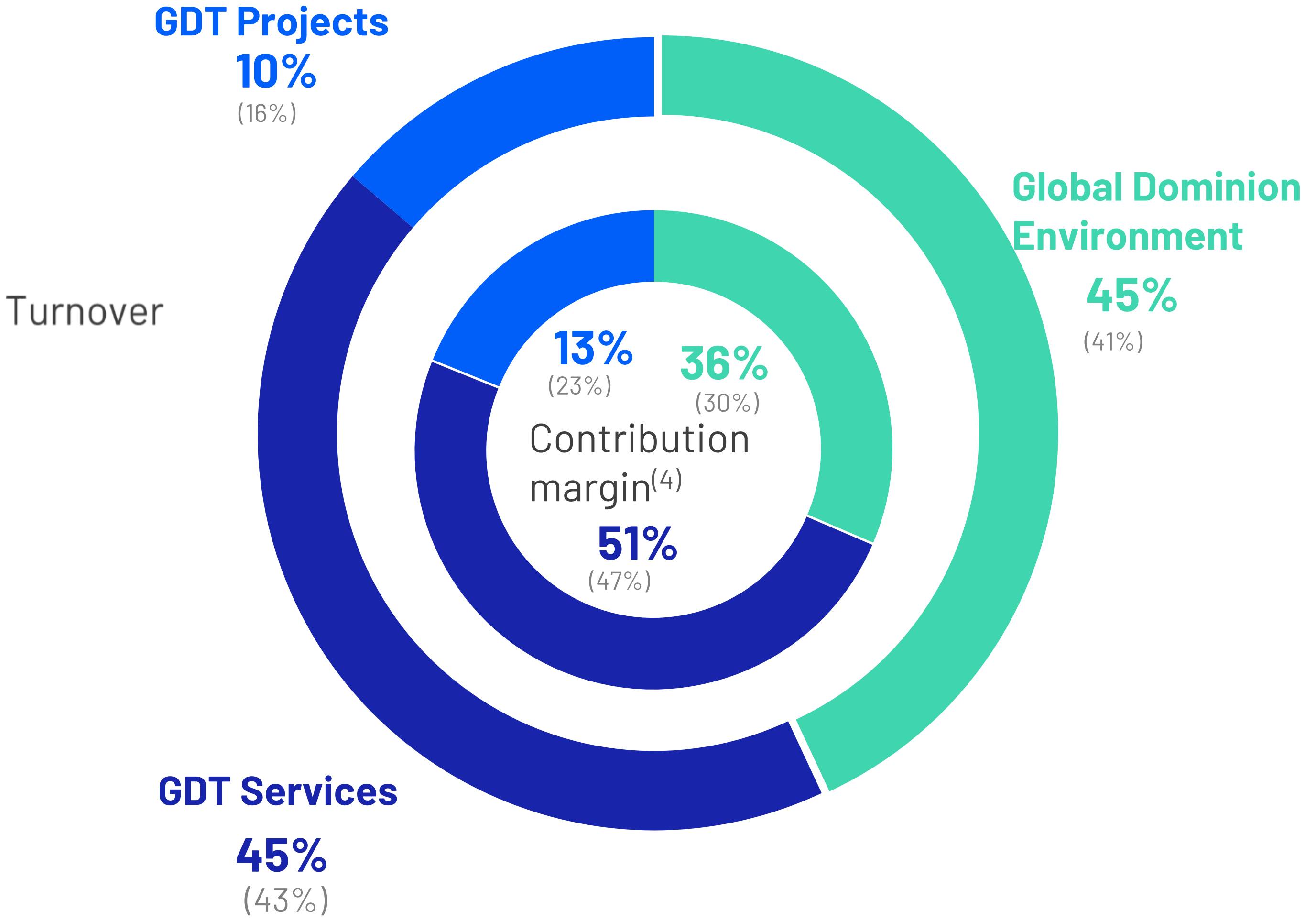
The GDT-Services segment is the focus of divestitures aimed at simplifying and repositioning the company.

The GDT-Projects segment continues to be impacted by a delay in the execution resulting from international geopolitical uncertainty due to the Gulf War; despite this, the portfolio has not suffered any cancellations. It also includes planned divestitures of renewable infrastructure[10].



Segment breakdown_

The **recurring segments account for more than 85%** (vs. strategic target > 60%), a record high, consolidating a **robust and predictable business model** that is positioned to perform strongly in complex environments. **GDE and GDT Services** drive this recurring rate.



(*) In grey data from Q1 2025

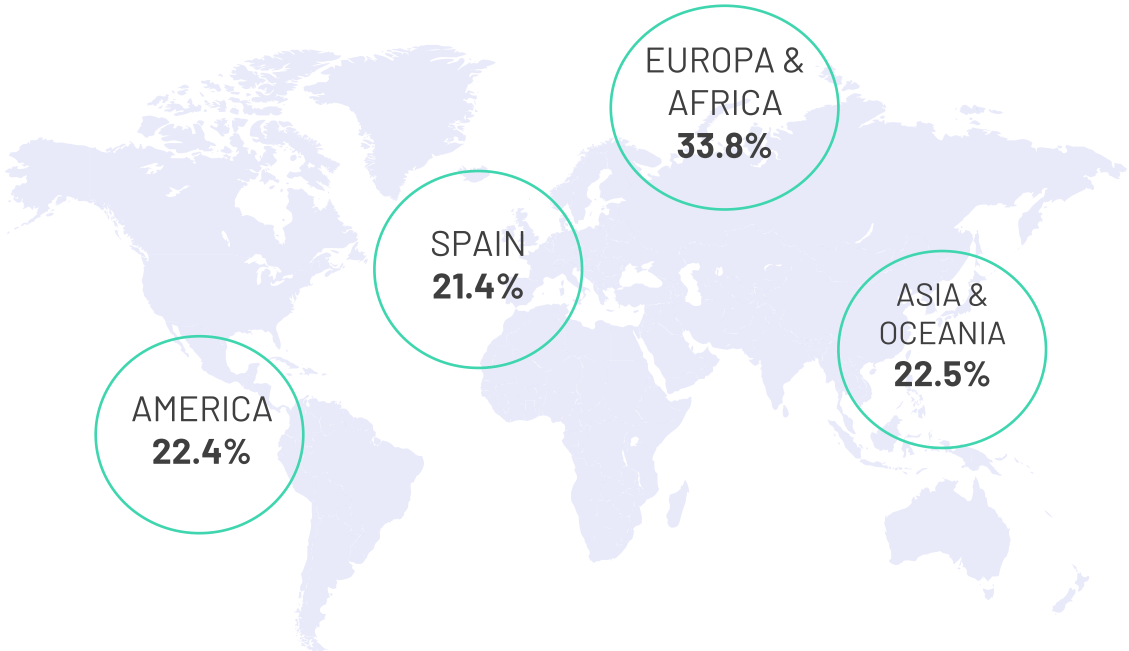
Global Dominion Environment_

Global Dominion Environment (GDE)

- ✓ Revenue **grew organically** by **+5.0%.**
- ✓ This is the segment most affected by forex -4.4%.
- ✓ The contribution margin grew by +2.4%, driven by operating leverage, and reached **12.3%** of sales (vs. 12.1% in 1H 2025).

- Among the decarbonization solutions contracts, highlights include new clients in emission control projects in Asia and the long-term (5-year) thermal efficiency services contract for Aurubis in Germany.
- Recurring business in the circular economy sector through industrial waste recovery contracts in Spain and Latin America, as well as in new countries such as Turkey, thereby consolidating a highly diversified customer base.
- Operations in the Gulf countries continue to be affected by problems with on-site execution and material shortages.

H1 2026 Revenue Breakdown



	H1 2025 (9)*		H1 2026
Turnover_	219.8 M€	+1%	**221.2M€**
CM (3)_	26.6 M€	+2%	**27.2 M€**

(*) H1 2025 figures restated to reflect the same consolidation perimeter (see Appendix)

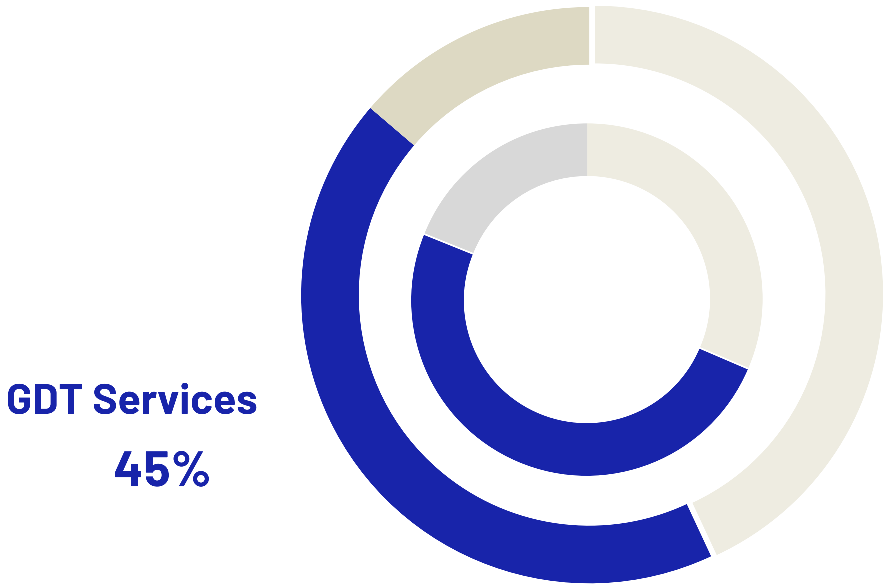
GDT-Services_

GDT Services

- ✓ **Strong organic growth of +9.8%,** and a positive foreign exchange contribution of 1%.
- ✓ The segment continues in line with its high profitability, with a contribution margin of 17.5% of sales.

- We continue strengthening our position in electric grids. Electrification continues to drive the business through new contracts that offer better margins. Among others, the extension and enhancement of our agreement with Endesa in Spain for a term of 6 years stands out.

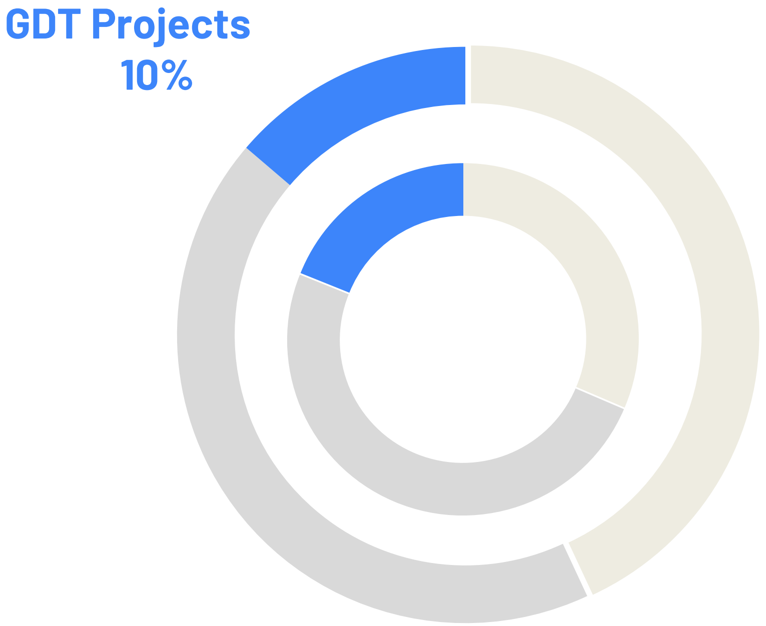
- This segment has accounted for the majority of divestitures, resulting from the sale of non-strategic B2C businesses, in line with the streamlining outlined in our strategic plan.



	H1 2025 (9)*		H1 2026
Turnover_	196.4 M€	+13%	221.5 M€
CM (3)_	36.9 M€	+5%	38.8 M€

(*) H1 2025 figures restated to reflect the same consolidation perimeter (see Appendix)

GDT-Projects_



GDT Projects

- ✓ The contribution margin remains high, at **20.0% of sales.**
- The project portfolio totals €369 million, with no cancellations despite the current global environment.
- There are delays in project implementation due to the instability caused by the current geopolitical situation. Meanwhile, the implementation of renewable energy projects is facing growing challenges that are slowing down their development.
- Of particular note is the signing of the agreement for the new Puerto Cortés Hospital project in Honduras.

	H1 2025 (9)*		H1 2026
Turnover_	80.9 M€	-36%	**51.4 M€**
CM (3)_	17.0 M€	-40%	**10.3 M€**

(*) H1 2025 figures restated to reflect the same consolidation perimeter (see Appendix)

Balance Sheet_

The balance sheet is affected by the sale of biomass in Argentina [10], which is classified as "an asset held for sale."

(Millions of €)	Dec 2025	Variation	Jun 2026
Fixed Assets	490.8	14.6	505.3
Infraestructure Assets	84.2	(39.4)	44.8
IFRS16	57.4	2.4	59.8
Net Working Capital[8]	(215.0)	39.3	(175.6)
Total Net Assets	417.4	16.9	434.3
Net Equity	273.6	6.5	280.1
Net Financial Debt[5]	136.6	(0.7)	135.9
IFRS16 Debt	52.2	2.0	54.1
Others	(44.9)	9.1	(35.8)
Total Net Equity and Liabilities	417.4	16.9	434.3

The sales processes for renewable energy infrastructure reflect the resulting balance sheet of strategic simplification.

The change in net financial debt [5] is primarily attributable to dividends paid to minority shareholders, M&A activity, and seasonal factors.

Appendix_

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

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

(3) **Net Income or Comparable Net Income:** Refers to the Attributable Net Profit, prior to discontinued operations

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

(5) **Net Financial Debt:** Financial Debt (Long and short Term) +/- Derivative financial instruments – Cash and Short-Term Investments

(6) **Free Operating Cash Flow:** EBITDA – difference between CAPEX and Amortization – NWC variation – Net Financial Income – Tax payment; (acquisitions excluded)

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

(8) **WC:** Working capital

(9) **The consolidation perimeter varies with respect to Q1 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, Q1 2026 does not include three months of these operations. Besides, Q1 2026 includes three months of the companies acquired in 2025: Ecogestion (Q3 2025) and ZCR (Q4 2025) and 1 month of the company acquired in 2026: Reyuplas (May 2026). Likewise, the scope varies due to the sale of biomass in Argentina, which has been classified as a "business held for sale" starting this quarter.

(10) **Impact of discontinuing the renewable biomass infrastructure in Argentina:** the effect on the 6-month income statement is (in millions of euros): 5.9 in revenue, 2.6 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.

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