# CORPORATE PRESENTATION



# **OVERVIEW**

# OVERVIEW



# SONDA IS THE LEADING LATIN AMERICAN-OWNED IT SERVICES PROVIDER

Founded in 1974 and headquartered in Santiago, Chile

# Presence in 10 countries in the region with main operations in Chile, Brazil and Mexico

- Nearly 18,500 employees regionally
- Ability to deliver services in over 3,000 cities

#### Diversified blue-chip client base

- Revenues derived from multi-year contracts and recurring revenue
- Most of solutions have countercyclical characteristics

#### Integrated one-stop shop business model

- Comprehensive IT offering
- Partnerships with worldwide leading technology suppliers

#### Key financial metrics (2016)

- Revenues : US\$ 1,219.1 mm <sup>1</sup>
- EBITDA : US\$ 145.0 mm<sup>1</sup>
- Net Debt / EBITDA: 0.8x

Revenue Breakdown (2016)



## EBITDA Breakdown (2016)



<sup>1</sup> Financial data translated to US\$ using the end of period exchange rate for 2016 \$669.47 CLP/USD <sup>2</sup> OPLA includes : Argentina, Colombia, Costa Rica, Ecuador, Peru, Panama and Uruguay

# SUCCESFUL GROWTH HISTORY





#### **1974** SONDA Foundation **1974 – 1983**

- First full outsourcing services contract
- Applications for pension funds and health insurance providers
- Banking industry applications
- First large systems integration project
- Launching of our first ERP



1984 – 2005 International Expansion

- Start operations in Peru, Argentina, Ecuador, Uruguay, Brazil, Costa Rica and Mexico.
- Traffic lights control system in Santiago and São Paulo
- Solutions for pensions funds in Argentina and Peru
- Banking projects in Indonesia, Thailand and Taiwan
- Colombia (2000)
- Mobile telephony projects in Brazil, Argentina and Paraguay
- New Chilean identification system (Chilean Civil Registry)



2006 - 2015 Regional Consolidation

- IPO (2006)
- Payment solution for Santiago's public transportation system
- Livestock traceability (Uruguay and Colombia)
- Web -based solution for government procurement (Chile, Colombia, Argentina, Panama)
- Corporate Cloud Computing
- Payment solution for Ciudad de Panama's public transportation system
- New Headquarter and Datacenter in Brazil and Opening of new TIER III Certified - Mega Datacenter in Chile



## 2016

- Acquisition of 60% of the Brazilian company Ativas, which provides a state-of-the-art data center services
- SONDA's Chile data center achieves certified compliance under Tier III standards for operational sustainability
- SONDA releases the first Safe City Tech Challenge as an open innovation competition for students.
- Sonda developed Regional Centers of Expertise leveraged in successful key projects. Their mission is to deliver the expertise obtained leading the selling process, implementation and execution of different projects in the region.

# VALUE PROPOSITION





SONDA IS FOCUSED ON SATISFYING CUSTOMERS' BUSINESS NEEDS THROUGH A WIDE RANGE OF SERVICES AND SOLUTIONS BASED ON INFORMATION TECHNOLOGIES.

#### **IT SERVICES**

Full IT Outsourcing End User Support Professional Services Business Outsourcing Cloud Computing Project Integration Datacenter Managed Device Services

#### **APPLICATIONS**

Cross Market Solutions Manufacturing Government and Public Sector Transportation Healthcare Banking and Finance Services for Applications

#### PLATFORMS

Value Solutions Software Equipment Platform Services

# COMPANY HIGHLIGHTS

## COMPANY HIGHLIGHTS





- Leading Latin-American IT services company
- Presence in a growing and underpenetrated market Diversified blue-chip customer base



Integrated one-stop shop business model



Solid track record of financial performance

Experienced management team backed by a strong board with solid corporate governance Opportunity to continue growing through organic growth

and acquisitions

## LEADING LATIN-AMERICAN IT SERVICES COMPANY

### The one-stop shop for IT Services in Latin America

 Integrated solutions servicing clients at all stages of the IT adoption lifecycle

Long-standing presence in the region, focusing on long-term relationships with corporate clients

Presence in 10 countries and over 3,000 cities under coverage

- 4th largest provider of IT services in Latin America behind main global players
- Local competitors generally lack pan-regional presence

Strong positioning in Chile and increasing share in the rest of the region, particularly in Brazil

- Leader in Chile with ~15% market share in IT Services
- Integrated regional services network, strongly position SONDA to take advantage of the expansion of the Latin American IT market

Further consolidation in the region by acquiring and successfully integrating new acquisitions

#### Sources: World Bank GDP Ranking IDC Latin America IT Spending Patterns The Latin America Black Book 2Q16

# PRESENCE IN A GROWING AND UNDERPENETRATED MARKET

LATIN AMERICA, ONE OF THE FASTEST GROWING REGIONS IN THE WORLD

- In Latin America, IT spending as a percentage of GDP is between 1.0% and 2.0%.
- In developed economies, IT spending as a percentage of GDP is over 2.5% and can reach up to 4.1%.
- The gap between the two markets has been reduced in recent years, due to higher IT spending growth in Latin America.

## IT Spending as a Percentage of GDP (December 2015)





## PRESENCE IN A GROWING AND UNDERPENETRATED MARKET



#### Latin America IT Spending Patterns (US\$ millions)

Platforms	2015	2016	2017	2018	2019	2020
Chile	1,778	1,782.0	1,725.8	1,761.1	1,753.8	1,793.3
Brazil	9,159	7,614.4	7,827.1	7,889.9	7,940.8	7,983.1
Mexico	5,897	6,086.3	5,836.0	5,829.3	5,825.4	5,868.9
Rest of Latin America	10,386	10,459.6	10,128.8	10,067.4	10,069.3	10,055.5

IT Services	2015	2016	2017	2018	2019	2020
Chile	1,722	1,825.1	1,948.6	2,095.0	2,264.2	2,446.1
Brazil	9,980	10,156.9	10,998.4	11,636.7	12,358.2	13,148.4
Mexico	4,740	5,426.6	6,132.0	6,680.7	7,115.2	7,796.0
Rest of Latin America	6,147	7,308.2	7,807.2	8,427.9	9,183.7	10,048.7

Software	2015	2016	2017	2018	2019	2020
Chile	880	903.1	907.9	955.3	1,010.7	1,066.1
Brazil	8,466	8,474.6	8,824.1	9,278.0	9,924.5	10,691.8
Mexico	3,358	3,736.2	3,902.5	4,144.3	4,437.4	4,708.5
Rest of Latin America	3,445	3,964.1	4,153.5	4,431.8	4,799.4	5,179.1

Source: IDC Latin America IT Spending Patterns Black Book 2Q16







# **DIVERSIFIED BLUE-CHIP COSTUMER BASE**

7%

#### **Client focus on blue-chip companies**

- Large and medium size companies
- **Regional clients**

#### Long term relationship with clients

- Multiyear contracts lasting on average 3 years
- Significant cross-selling
- 60% of revenues derived from multi-year contracts and recurring revenue
- Solutions with countercyclical characteristics •

#### Client, industry and geographic diversification

- More than 5,000 clients throughout the region
- 20 largest clients represent 26% of consolidated • revenue<sup>1</sup>
- 50 largest clients represent 35% of consolidated revenue<sup>1</sup>
- No contracted service represents more than 5.0% of . revenue<sup>1</sup>
- No significant industry concentration •
- Balanced geographical revenue mix, with exposure to • all sizeable economies in Latam

Revenue Breakdown (December 31, 2016)



SONDA

# INTEGRATED ONE-STOP SHOP BUSINESS MODEL



## Wide Range of Products and Services

	accenture	🅢 🦝	IBM	SONDA	TIVIT	TOTVS 💽	ТАТА
Strategic Consulting							
IT Consulting							
BPO/ASP							
IT Outsourcing				ļ	ļ		
Systems Integration							
Business Solutions							
Product Engineering							
Software Engineering							
Application Maintenance							
Application Development				L	<u>.</u>		
	N	lore focuse	d			Less Focus	sed

## Unparallel capacity to deliver IT services through all the region

- Independent IT services provider with no restrains to offer the best technological solution available
- World-Class credentials



## **World-Leading IT Partners**

Regional alliances with the principal global technology vendors

- Access to latest technology products
- International best practices
- Platform products serve as a base to provide other higher value-added services and to develop long-term client relationships



# SOLID TRACK RECORD OF FINANCIAL PERFORMANCE

**SONDA** 

Solid growth on the back of stable margins ...

- SONDA has been profitable every year since it was founded in 1974
- The Company has been able to maintain strong growth throughout the years



Note:

Financial data translated to US\$ using the end of period exchange rate for 2016 : 669,47 CLP/USD. \* 2016 adjusted by exchange rate effect

# SOLID TRACK RECORD OF FINANCIAL PERFORMANCE

### ...coupled with profitability, low leverage and steady dividend payout ratio

## Net Income (US\$ millions)



## Capex (US\$ millions)



#### Net Debt / EBITDA<sup>1</sup>



#### **Dividend Payout Ratio**<sup>2</sup>



Note: Financial data translated to US\$ using the end of period exchange rate for 2016 669.47 CLP/USD

<sup>1</sup> Cash and cash equivalents for the calculation of Net Debt to EBITDA do not include short term investments.

<sup>2</sup> SONDA's dividend policy since 2009 has been based on a 50% payout ratio. Dividends are paid in 2 semi-annual installments.

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SONDA

# EXPERIENCED MANAGEMENT TEAM



## STRONG BOARD WITH SOLID CORPORATE GOVERNANCE

- 6 Independent Directors out of a board of 9 members
- Entire board is elected every three years; cumulative voting is permitted for the election of directors

Name	Position	Yea	rs at	Education	Name	Selected Background
wante	Position	SONDA	Industry	Luucation	Mario Pavón	Director of I-Med, other SONDA affiliates and non-
Raúl Vejar	CEO	35	35	Electronic	R.(Chairman)	profit org.
ndui vejdi	CEU	55	55	Engineer	Rosario Navarro B.	Director of TICs for Education in Fundación Chile
Rafael Osorio	CFO	36	36	Industrial	(Vice Preseident)	and Chairwoman of "Docente al Día", a learning platform for teachers.
				Engineer	Juan Antonio Guzmán.	Chairman of Clínica Indisa, Former Chairman of
Eduardo Borba	CEO SONDA Brazil	9	22	BA,Systems	(Directors Committee)	SQM, Former Ministry of Education
	CLU SUNDA DI dZII	Э	22	Analyst	Mateo Budinich D.	Former Executive Director of Conicyt, Former CEO
Raúl Sapunar	CEO SONDA CHILE	33	33	Electrical	(Directors Committee)	of IBM Chile and Telefónica Empresas, Former Director of Cámara de Comercio Chileno Americana
Naul Japanai	CLO SONDA CHILL	55	55	Engineer	René Lehuede F.	Former Executive of Banco de Chile and Banco BICE.
Oscar Rojo	CEO SONDA Mexico	21	22	MBA, Industrial Engineer	(Directors Committee)	Director of Puerto Lirquén S.A., Puerto Central S.A., Banco BICE and BICE Corp, among others.
				спушее		Director of Mining Companies, Former Director of
José Orlandini	Service Division	32	35	Electrical	Hernán Marió L.	VTR, Former CEO and CFO of Entel
	Manager			Engineer		Former Advisor of the modernity process for
Alberto Merino	Commercial	29	29	Electrical	Enrique Bone S.	Chilean Civil Registry. Chairman of Empresas Hites,
	Development Manager			Engineer	·	Director of Paz Corp S.A., Board Counselor of Universidad de Los Andes.
Rodrigo Peña	Planning and IR Officer	13	24	MBA, Civil		Chairman of Centro de Innovación UC Anacleto
		13	24	Engineer	Alfonso Gómez M.	Angelini. Founder of relevant IT companies in Chile.
					Andrés Navarro B.	Director of Viña Santa Rita and Banco Internacional

## OPPORTUNITY TO CONTINUE GROWING



## SUCCESFULL TRIENNIAL INVESTMENTS PLANS EXECUTED IN THE PAST



### Triennial plans have had a key role in boosting SONDA's growth pace

Note: Financial data translated to US\$ using historical exchange rate 1 Represents the amount of investment executed between 2007 and 2009 2 Represents the amount of investment executed between 2010 and 2012 3 Represents the amount of investment executed between 2013 and 2015

# OPPORTUNITY TO CONTINUE GROWING



## **CLEAR M&A STRATEGY, BACKED BY SOLID EXECUTION**

- Clear strategic rationale of increasing client base and enhancing IT offering
- Wide knowledge of the IT market and successful experience in acquiring and integrating IT companies
  - 30+ companies or businesses acquired since 1974, including eleven companies for a total of approx. US\$610 mm, since the IPO in 2006

Year	Target	Country	Focus / Rationale	EV/Sales					
2007	2007 PROCWORK Braz		Establish solid footprint in Brazil						
2007 PROCWORK	DIdZII	Become a relevant regional SAP integrator	— 0.9 x						
2000	Calambia	Establish solid footprint in Colombia							
2008	2008 <b>Øred</b>	Colombia	a Boost IT services						
	TELSINC	Dre=il	Strengthen position in Brazil	— 0.6 x					
Coluboration Services	Brazil	Expand offerings of virtualization, communication and cloud computing services							
	🌔 KAIZEN	Brazil	Expand offerings of virtualization, communication and cloud computing services	0.4 x					
0040	10 nexticaOne® lexico		Strengthen position in Mexico						
2010	2010 nextiraOr		Expand offerings of virtualization, communication and cloud computing services						
	SOFTEAM	Brazil	Enhance offerings of fiscal solutions	0.9 x					
	đ	Annotino	Increase presence in Argentina in IT infrastructure support						
	CEITECH	Argentina	Enhance geographic coverage	– 0.4 x					
			Strengthen position in Chile and Colombia						
2011	QUINTEC	<sup>D</sup> an-regional	Complement current offering	0.7 x					
			Boost access to a growing regional retail industry						
2012	<b>#</b>	Brazil	Strengthen solutions offering for engineering and design industry in LatAm	0.7 x					
2012	elucid	Brazil	Enhance regional offering of solutions for the utilities industry	1.1 x					
2014		Drozil	Expertise in the public sector	— 0.4 x					
2014	CTIS	Brazil	Strengthen position in Brazil						
2016		Drozil	Enhance geographic coverage	– n.a.					
2016		Brazil	Strengthen position in Brazil						

# OPPORTUNITY TO CONTINUE GROWING INVESTMENT PLAN 2016-2018

## **Organic Growth**

- Develop large Systems Integration and Outsourcing contracts
- Continually updating services incorporating new technologies (i.e. Cloud, SaaS/laaS/PaaS, Mobility, IoT, Smart Cities, Big Data/Analytics)
- Verticalizing our services broadening and specializing industry specific solutions
- Strengthening our Regional Centers of Expertise
- Expanding and strengthening our Datacenter network in Latin America

### **Inorganic Growth**

- Geographical: Continue consolidating in Latam, whilst emphasizing major markets
- Products: Incorporating innovative and complementary IT solutions
- Industries: Entering key vertical industries that offer growth opportunities
- Efficiency/Costs: Identifying companies with competitive costs

#### Total Investment Plan: US\$790 million

To continue developing SONDA's strategy of profitable growth, while maintaining a solid and stable financial position and taking advantage of growth opportunities in the IT industry in the region









# FINANCIAL REVIEW

# REVENUE AND EBITDA



**Consolidated Revenue (US\$ millions)** 



# REVENUE AND EBITDA MARGIN





\$177

1017

\$167

1Q16

# **REVENUE AND EBITDA MARGIN**







Note: Financial data translated to US\$ using the end of period exchange rate for Mar-17 \$663.97 CLP/USD

# SUMMARY INCOME STATEMENT



І ТМ

		Fiso	LTM March 31	2011 – 2017				
(US\$ millions)	2011	2012	2013	2014	2015	2016	2017	CAGR
TOTAL REVENUES	892,8	1.025,9	1.012,5	1.323,0	1.342,1	1.229,2	1.239,8	6,6%
Growth (%)	33,1%	14,9%	-1,3%	30,7%	1,4%	-8,4%	0,9%	
Gross Profit	187,0	220,7	214,0	237,5	258,7	217,8	209,1	3,1%
Margin (%)	20,9%	21,5%	21,1%	18,0%	19,3%	17,7%	16,9%	
EBITDA	138,1	176,7	171,8	195,4	190,9	146,2	138,2	1,2%
Margin (%)	15,5%	17,2%	17,0%	14,8%	14,2%	11,9%	11,1%	
Growth (%)	19,1%	28,0%	-2,8%	13,8%	-2,3%	-23,4%	-5,5%	
EBIT	103,9	128,9	126,3	132,6	140,3	95,3	83,9	-1,7%
Margin (%)	11,6%	12,6%	12,5%	10,0%	10,5%	7,8%	6,8%	
NET INCOME TO SHAREHOLDERS	61,2	68,7	100,1	71,6	64,5	39,8	27,2	-8,3%
Margin (%)	6,9%	6,7%	9,9%	5,4%	4,8%	3,2%	2,2%	
Growth (%)	21,1%	12,2%	45,7%	-28,4%	-9,9%	-38,4%	-31,6%	
Reported EPS	0,08	0,08	0,11	0,08	0,07	0,05	0,03	-10,5%

# SUMMARY BALANCE SHEET



		Fiscal Year Ended December 31,							
(US\$ millions)	2011	2012	2013	2014	2015	2016	2017		
Cash and Equivalents	49.6	92.3	257.3	118.4	103.0	99.9	90.5		
Short-term Investments	2.1	9.9	7.7	4.6	2.6	37.9	40.6		
Current Accounts Receivable	267.8	261.0	218.8	340.9	354.5	303.8	311.2		
PP&E	115.9	134.2	137.4	150.0	143.7	200.8	205.8		
Goodwill	225.3	293.0	277.1	389.5	329.4	365.6	373.6		
Other Assets	207.9	253.9	219.2	263.7	245.7	322.1	341.5		
ASSETS	868.7	1,044.5	1,117.5	1,267.0	1,178.9	1,330.1	1,363.2		
Current Accounts Payable	133.0	149.5	155.7	197.6	188.1	170.1	172.1		
TotalDebt	186.6	158.9	141.7	148.5	138.5	249.9	269.3		
Other Liabilities	83.2	135.9	104.0	164.0	150.7	140.0	128.6		
LIABILITIES	402.8	444.3	401.5	510.1	477.3	560.0	570.0		
Minority Interest	6.2	7.1	8.1	8.9	10.3	12.7	14.0		
Common Equity	459.7	593.1	707.9	748.0	691.3	757.4	779.2		
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	868.7	1,044.5	1,117.5	1,267.0	1,178.9	1,330.1	1,363.2		

# SUMMARY CASH FLOW STATEMENT



	r	March 31,				
2011	2012	2013	2014	2015	2016	2017
50	135.0	141.2	100.6	77.2	101.7	(8.2
(88)	(145.4)	(26.6)	(141.8)	(43.4)	(77.7)	(9.5
(39)	(56.4)	(24.5)	(15.8)	(36.8)	(34.7)	(8.0
(3)	(4.9)	(4.2)	(1.7)	(2.7)	(4.6)	(1.5
(46)	(84.1)	2.1	(124.3)	(3.9)	(38.4)	0.0
57	0.2	39.7	0.4	0.0	(23.8)	(0.1
6	1.0	2.2	60.1	4.5	(54.6)	0.2
(25)	(144.3)	15.3	(81.4)	(38.9)	(156.2)	(9.4
(31)	(32.0)	(40.5)	(50.5)	(36.9)	(38.8)	(2.4
(5)	(7.3)	(2.6)	(6.2)	(8.0)	(23.1)	(1.2
23	102.1	49.7	(99.1)	(4.4)	116.5	11.5
(13)	62.9	6.5	(155.8)	(49.2)	54.6	7.9
(0)	(10.9)	2.0	(2.4)	(4.4)	(6.1)	0.3
12	42.7	165.0	(139.0)	(15.4)	(6.0)	(9.4
	92.3	257.3	118.4		97.0	90.
	50 (88) (39) (3) (46) 57 6 (25) (31) (5) 23 (13) (0)	2011 2012   50 135.0   (88) (145.4)   (39) (56.4)   (39) (56.4)   (30) (4.9)   (46) (84.1)   57 0.2   6 1.0   (25) (144.3)   (31) (32.0)   (5) (7.3)   23 102.1   (13) 62.9   (0) (10.9)   12 42.7	2011 2012 2013   50 135.0 141.2   50 135.0 141.2   (88) (145.4) (26.6)   (39) (56.4) (24.5)   (3) (4.9) (4.2)   (46) (84.1) 2.1   57 0.2 39.7   6 1.0 2.2   (25) (144.3) 15.3   (31) (32.0) (40.5)   (5) (7.3) (2.6)   (13) 62.9 6.5   (13) 62.9 6.5   (0) (10.9) 2.0   12 42.7 165.0	2011 2012 2013 2014   50 135.0 141.2 100.6   50 135.0 141.2 100.6   (88) (145.4) (26.6) (141.8)   (39) (56.4) (24.5) (15.8)   (3) (4.9) (4.2) (1.7)   (46) (84.1) 2.1 (124.3)   57 0.2 39.7 0.4   6 1.0 2.2 60.1   (45) (144.3) 15.3 (81.4)   (25) (144.3) 15.3 (81.4)   (31) (32.0) (40.5) (50.5)   (5) (7.3) (2.6) (6.2)   (13) 62.9 6.5 (155.8)   (10) (10.9) 2.0 (2.4)   (12) 42.7 165.0 (139.0)	50135.0141.2100.6 $77.2$ (88) $(145.4)$ $(26.6)$ $(141.8)$ $(43.4)$ (39) $(56.4)$ $(24.5)$ $(15.8)$ $(36.8)$ (3) $(4.9)$ $(4.2)$ $(1.7)$ $(2.7)$ (46) $(84.1)$ $2.1$ $(124.3)$ $(3.9)$ 57 $0.2$ $39.7$ $0.4$ $0.0$ 6 $1.0$ $2.2$ $60.1$ $4.5$ (25) $(144.3)$ $15.3$ $(81.4)$ $(38.9)$ (31) $(32.0)$ $(40.5)$ $(50.5)$ $(36.9)$ (5) $(7.3)$ $(2.6)$ $(6.2)$ $(8.0)$ 23 $102.1$ $49.7$ $(99.1)$ $(4.4)$ (13) $62.9$ $6.5$ $(155.8)$ $(49.2)$ (0) $(10.9)$ $2.0$ $(2.4)$ $(4.4)$ 12 $42.7$ $165.0$ $(139.0)$ $(15.4)$	20112012201320142015201650135.0141.2100.6 $77.2$ 101.7(88)(145.4)(26.6)(141.8)(43.4)(77.7)(39)(56.4)(24.5)(15.8)(36.8)(34.7)(3)(4.9)(4.2)(1.7)(2.7)(4.6)(46)(84.1)2.1(124.3)(3.9)(38.4)570.239.70.40.0(23.8)61.02.260.14.5(54.6)(25)(144.3)15.3(81.4)(38.9)(156.2)(31)(32.0)(40.5)(50.5)(36.9)(38.8)(5)(7.3)(2.6)(6.2)(8.0)(23.1)23102.149.7(99.1)(4.4)116.5(13)62.96.5(155.8)(49.2)54.6(0)(10.9)2.0(2.4)(4.4)(6.1)1242.7165.0(139.0)(15.4)(6.0)

# APPENDIX

# OWNERSHIP STRUCTURE







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