



**SONDA, Leading Latin American IT Services Company**  
Regional presence, 10 countries in over 3,000 cities under coverage.

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# 01. SONDA Overview

# SONDA at a glance

The leading Latin American IT Services provider in the region



44 years of sustained growth and successful story

## An IT partner and an agent of change for our customers



**Information Technology Outsourcing/Services**  
2/3 SONDA's Pipeline



**Business Solutions**  
1/3 SONDA's Pipeline

# Solving customers needs by using comprehensive IT services and solutions across different industries. Some examples:



**Payment solution for the public transport system** in Santiago de Chile, Panama, El Salvador and Valparaiso.



**Mobile solution for password management** (locking-unlocking) using facial recognition.



**Livestock traceability system** in Uruguay and Colombia.

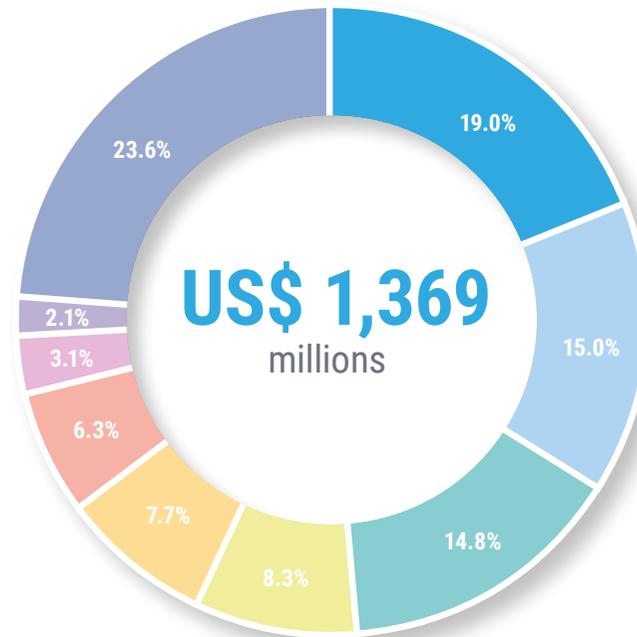


**E-Procurement solutions for public institutions** in Chile and Colombia.



**Solutions for healthcare institutions** by proving healthcare and management applications, implementing communication networks and telemedicine systems, among others

**Consolidated revenue 2017**  
(by Industry,%)



Retail	19.0%	Manufacturing	8.3%	Utilities	3.1%
Public Institutions	15.0%	Telecommunications	7.7%	Health	2.1%
Banking	14.8%	Oil, Gas and Mining	6.3%	Others	23.6%



**Full IT Outsourcing for the emission of Passport and National Identification Documents** at Registro Civil in Chile.



**Smart Grid solution that remotely provides** the consumer and the electricity supplier with detailed consumption information.



**Smart security (surveillance) solution** that monitors and process a large amount of information from different inputs, identifying risk patterns and generating safety alerts in case of potential risks or breaches

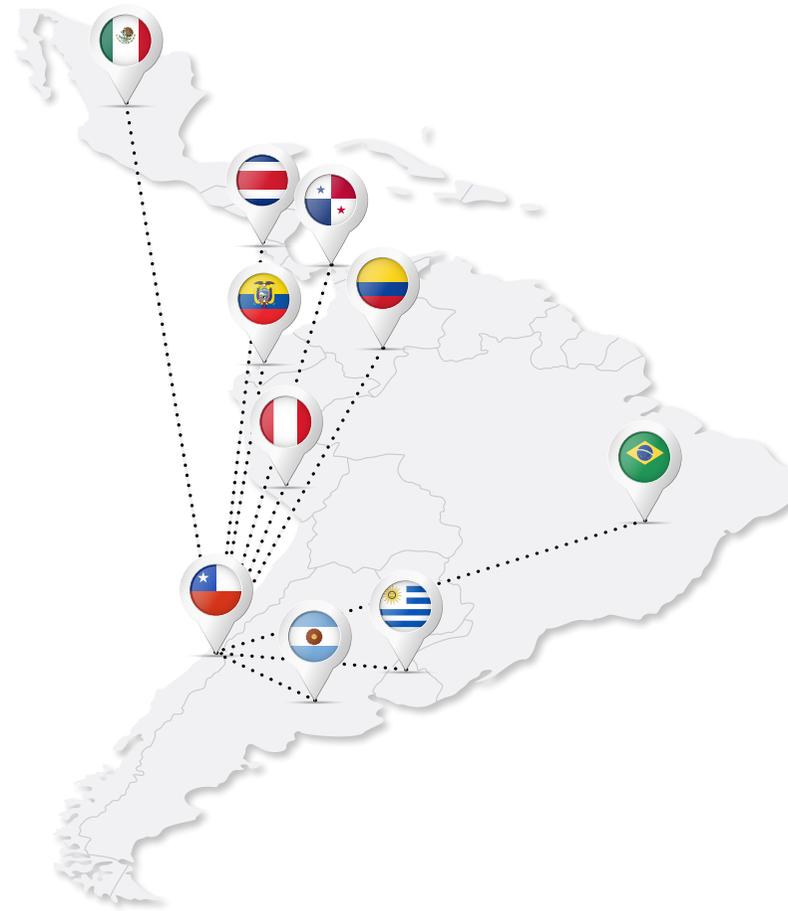
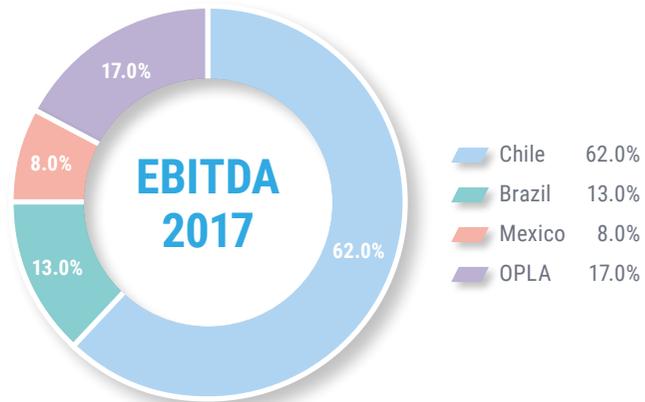
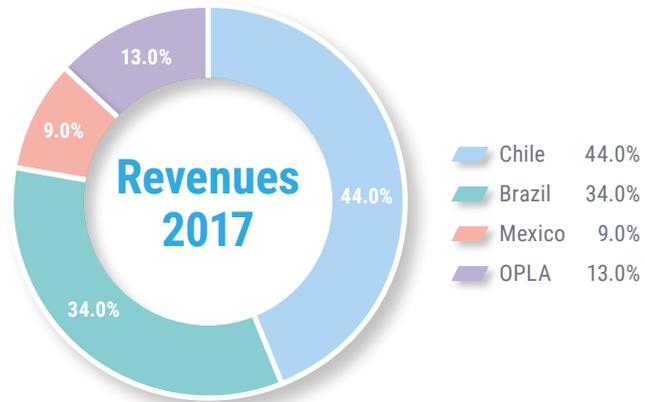


**Solutions for Investments & Pension Funds management** across the region.



**Fleet management and user support solutions** for the public transport system in Santiago de Chile.

# A truly Latin American IT services and solutions network

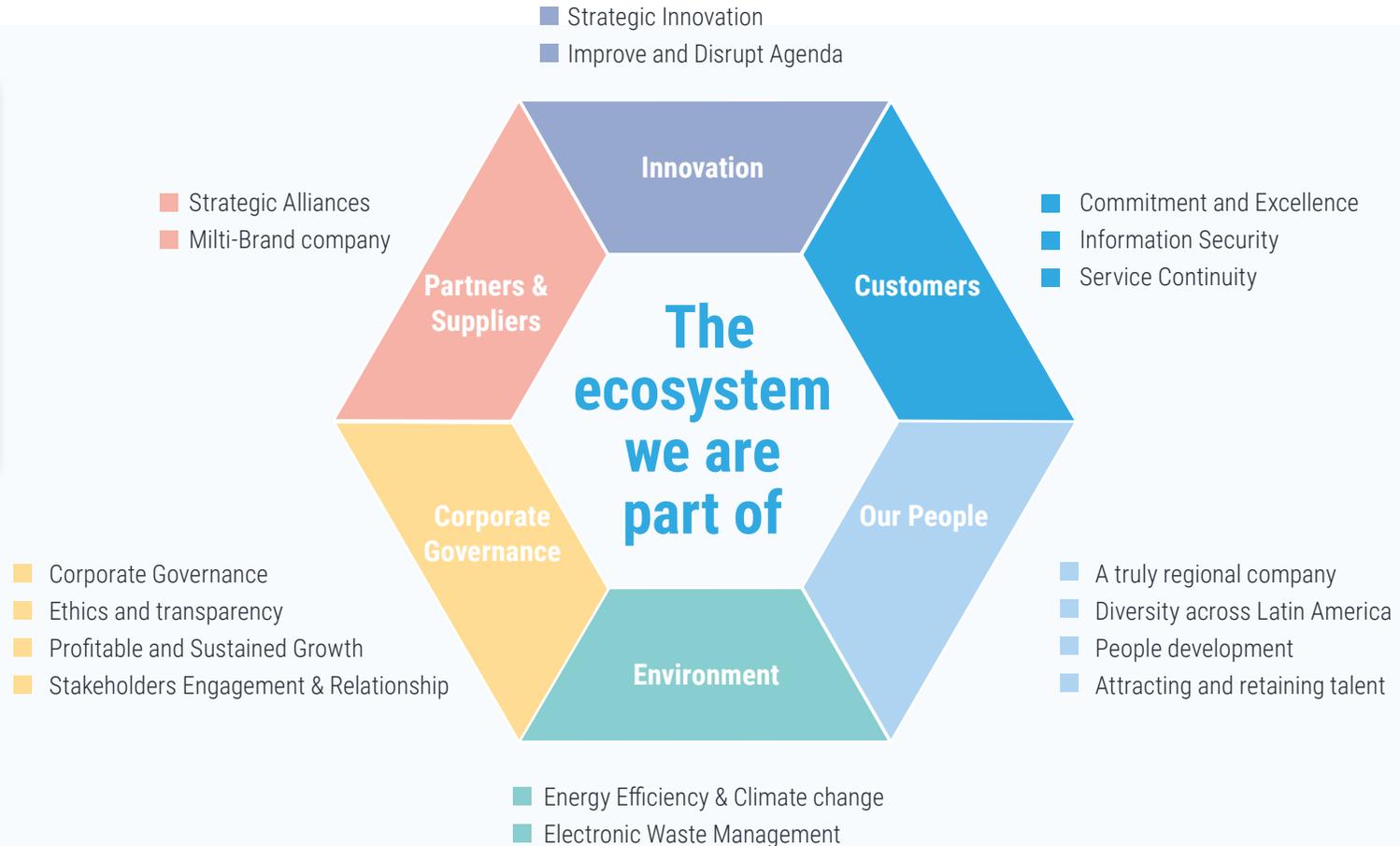


## Presence in (since):

- Chile** (1974)
- Peru** (1984)
- Argentina** (1986)
- Ecuador** (1990)
- Uruguay** (1994)
- Colombia** (2000)
- Brazil** (2002)
- Costa Rica** (2003)
- Mexico** (2004)
- Panamá** (2008)

# A sustainable approach & Dow Jones Sustainability member

**We believe that companies and countries should develop their businesses/ activities and meet their needs, without compromising the ability of future generations to do the same**



**Solutions & Services that allows our customers** to reduce their impact over the environment and society



# A new journey after the IPO... An ambitious dream become an strategic goal



After foundation, the most important starting point in our history

- Great attractiveness
- Total Demand: US\$ 6b (28x raised capital: US\$ 213m)

## Our Goal:

To become the leading Latin American  
IT Services & Solutions  
Provider

## How?

Through a strategy based on leverage our strengths, competitive advantage and track record throughout the whole region

## We look for...

### Expanding operations with a focus in LatAm

- High Growth opportunities in Brazil, Mexico, Chile, Argentina and Colombia.
- Foster growth with profitability: organic + acquisitions.
- Strengthening our positioning among companies who are intensive IT users.
- Increase share of higher value-added services.

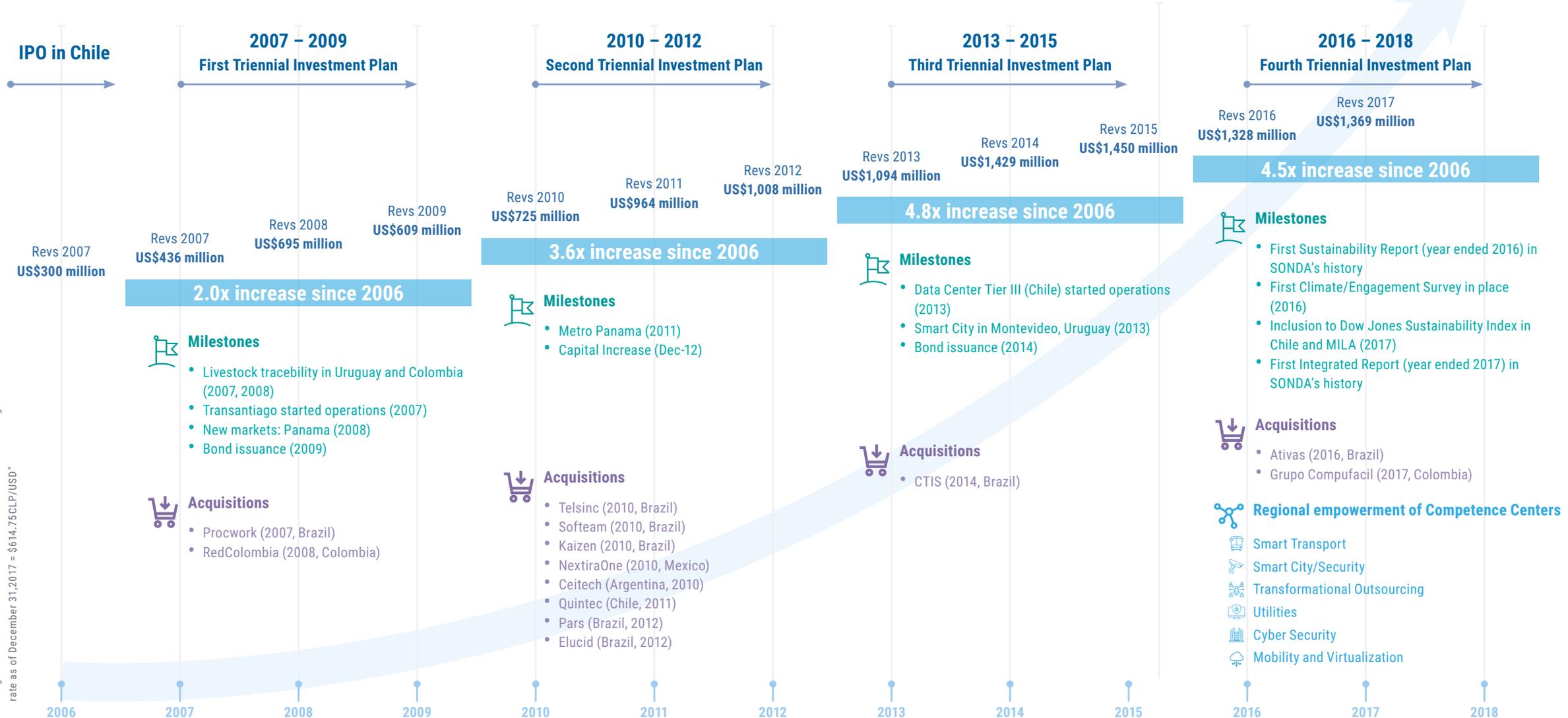
### Being a comprehensive multi-brand provider with focus in large and medium sized clients

- Look for opportunities across different industries.
- Strong relationships with World class vendors allow us to be always on top of the edge.
- Long term relationships with customers.
- Regional synergies and scale economies.
- Solid financial position.
- Continuous improvement, certifications and international best practices.

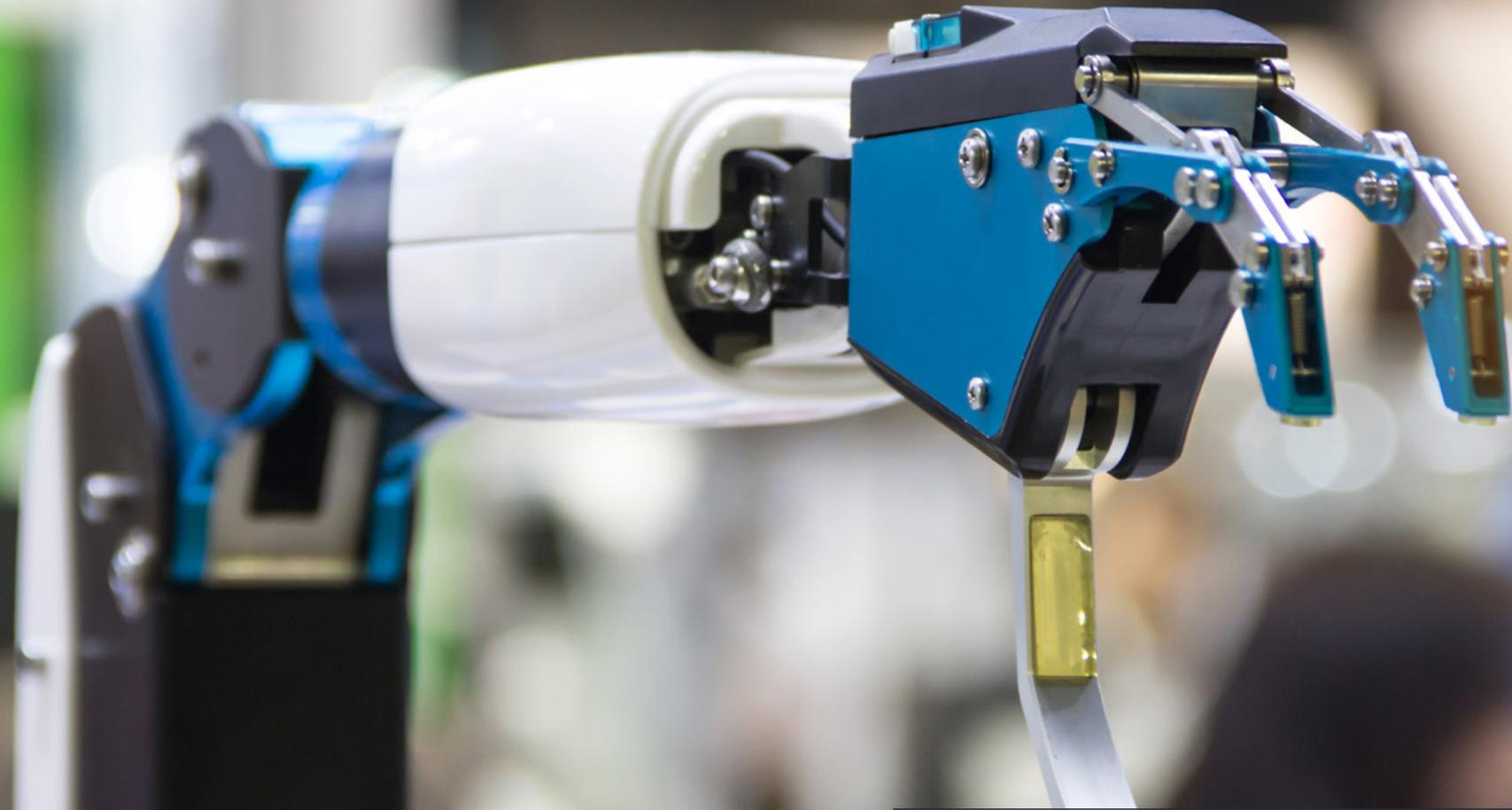


02. Our journey since 2006 (IPO)

# We have achieved several milestones since 2006

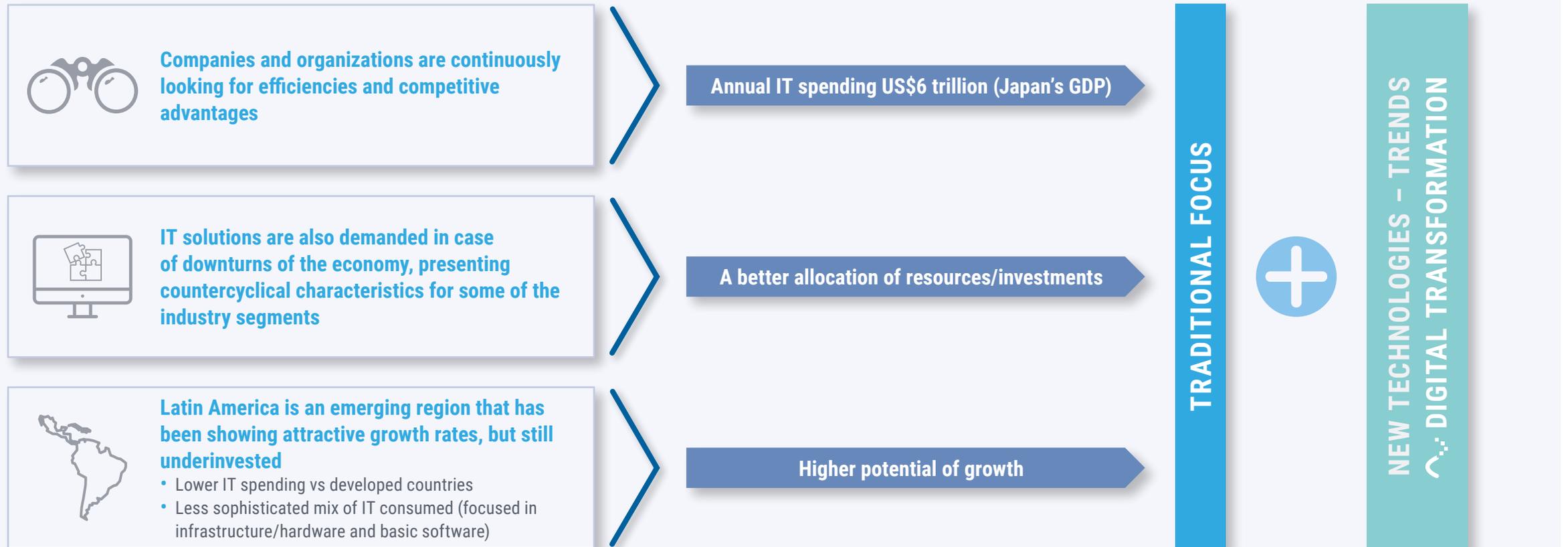


\*Figures were translated to US dollars based on the exchange rate as of December 31, 2017 = \$614.75CLP/USD\*



# 03. The IT industry

# IT Industry attractiveness



# Latin American figures/trends



Higher consumption of Infrastructure compared to the consumption of IT services and software



**60% vs 40%, IT spending**

Gradual migration to a balanced mix similar to developed countries



**40% vs 60%, IT spending**

IT spending is expected to grow at a **CAGR of 4.8%** in 2017-2021 in Latin America

**By segment/business**

- IT Services: **CAGR of 7.0%**
- Hardware: **CAGR of 1.6%**
- Software: **CAGR of 6.5%**

**IT spending in the region (US\$ million)**

Country	Expenditure on IT (US\$ million)			
	2017	2021	% Total	CAGR
Brazil	26,031	32,056	40.1%	5.3%
Mexico	14,671	17,486	22.6%	4.5%
Colombia	5,304	6,409	8.2%	4.8%
Chile	4,712	5,448	7.3%	3.7%
Argentina	4,328	4,920	6.7%	3.3%
Peru	2,930	3,933	4.5%	7.6%
Uruguay	291	280	0.4%	
Rest of Latin America	6,622	7,812	10.2%	4.2%
<b>Total General</b>	<b>64,889</b>	<b>78,345</b>	<b>100.0%</b>	<b>4.8%</b>

Source: IDC

# What's next?



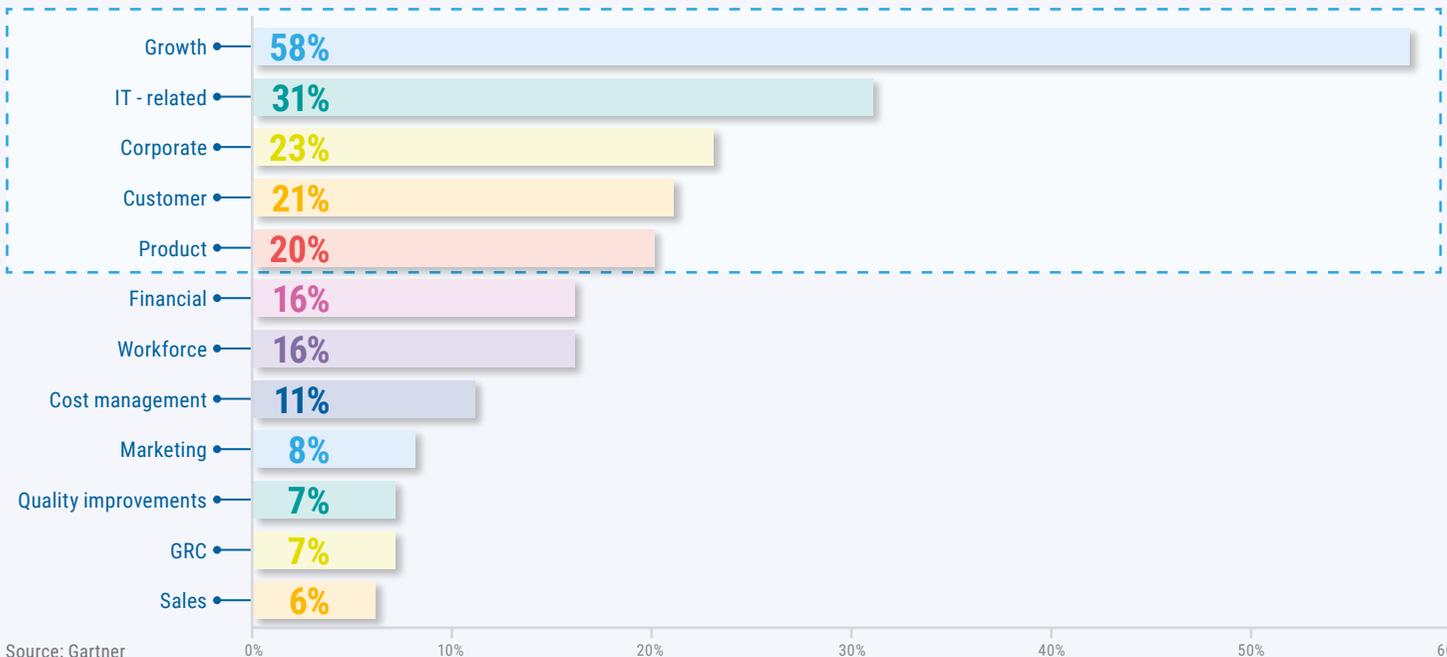
**Traditional business**

Challenged by

**Digital Transformation (DX)**

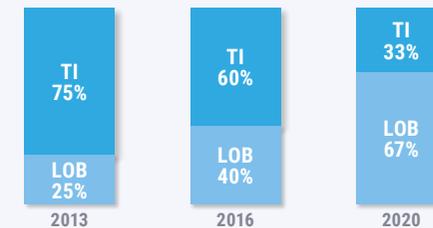
## Top 5 business strategic priorities of 400 CEO

(Ranked by mentioned within top three mentions - percentage of respondents)



Source: Gartner

- DX spending is expected to reach US\$1.7 trillion by 2019 (+42%, 2017).
- By 2020, 60% all enterprises will have fully articulated an organization-wide DX platform strategy (40% in Latin America).
- DX will continue to rise on CEO's and line-of-business executives' list.
- IT decision makers:



- By 2021, at least 41% of Latin America's GDP will be digital.

A woman with blonde hair, wearing a dark blue sweater, is shown in profile from the waist up. She is looking at and touching a large, vertical digital display. The display shows a complex network diagram with glowing blue lines and nodes. The background is a blurred city street at night with warm lights.

## 04. SONDA's value proposition

# The way we add value to our stakeholders



Accompanying the incorporation of the digital transformation across the whole IT adoption cycle



- We provide a wide range of IT services and solutions.



- We are a comprehensive and one-stop IT solutions and services provider.



- We leverage our operations in a broad and fully articulated Latin American IT network.



- We share the expertise, know-how and best practices acquired/gained across the region.



- We aim to build long term and closer relationship with our customer.



- We are a skilled group of enthusiastic IT lovers, always disposed to serve our customers with a genuine service vocation.



- We have built long-standing and non-exclusive partnerships with world-leading IT manufacturers.

**We have become an IT partner and an agent of change for our customers**



- We aim to solve our customers' needs and business requirements through the usage of IT...



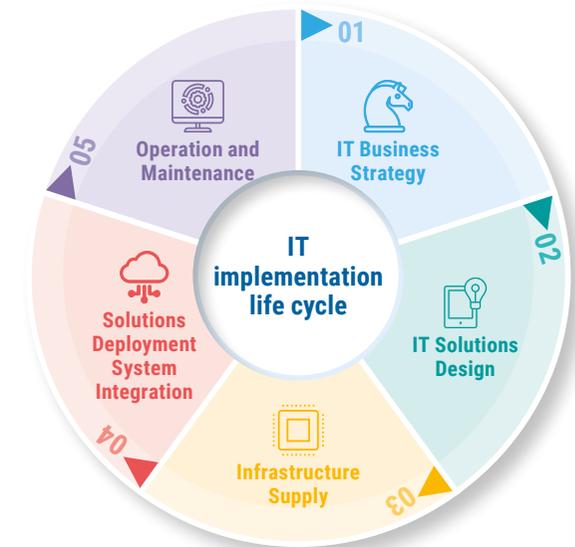
- ... allowing them to focus their resources and efforts in their core business...



- ... leaving the IT operations and processes in hand of the experts...



- ...thus resulting in higher growth and efficiencies in their businesses.



04. SONDA's value proposition

# Adding value and solving business needs of leading companies



04. SONDA's value proposition

# Adding value and solving customer needs by using IT solutions

## Regional Competence Centers



### IT Business Solutions Across Different/Industries



Telecom



Public Sector



Manufacturing



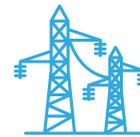
Healthcare



Banking and Finance



Transportation



Utilities



Retail



Oil/Gas/Mining

### Regional Competence Centers



Smart Transport



Smart City/Security



Transformational Outsourcing



Utilities



Cyber Security



Mobility and Virtualization

# Adding value and solving customer needs by using IT solutions

## Regional Competence Centers



### Smart Transport

- Develops, designs and implements IT projects related to transport solutions.
- We have become a leading regional player, based on our experience developing transport solutions and a broad understanding of transport issues and dynamics in Latin America.
- We have strengthened our solutions based on:
  - our understanding of the technological tools incorporated into transport systems.
  - our ability to propose improvements based on trends in this industry and the state of the art of existing technologies.

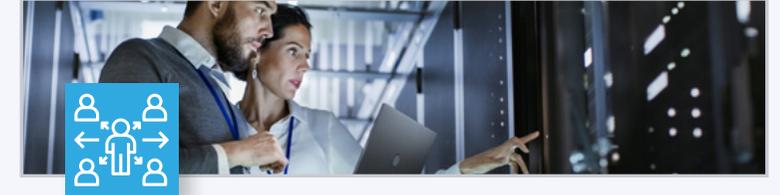
Based in Chile



### Smart City/Security

- Responsible for providing smart security solutions for the entire region.
- Robust ability to process large volumes of information from equipment, sensors and software, identifying risk patterns and generating safety alerts in case of potential risks or breaches.
- Solutions integrate:
  - CCTV cameras and sensor of different types.
  - Analytics/software to identify behavior patterns using different inputs.
  - Systems to record, manage and trace alarms/incidents
  - Smart urban lighting, managing energy consumption and communications in cities.
- Solutions can be implemented in different environments such as smart cities; corporations, manufacturing/production processes, prisons, large public venues.

Based in Uruguay



### Transformational Outsourcing

- Responsible for preparing and offering business solutions for large outsourcing contracts:
  - based on the experience gained from regional projects.
  - the value creation achieved through outsourcing IT services.
- A transformational outsourcing contract allows our customers to outsource part or all of their IT operations:
  - improving quality and lowers IT costs.
  - adding further value to their businesses by improving their efficiency and competitiveness.

Based in Chile

# Adding value and solving customer needs by using IT solutions

## Regional Competence Centers



### Utilities

- Develops complete solutions for utilities companies (electricity, gas, water, sewerage, public sanitation and smart cities).
- Special focus on technical, commercial, mobility and smart measurement solutions adapted to the Latin American context, as well as projects and consulting.
- Responsible for strengthening partnerships in order to make efficient and effective use of the available resources.
- Generates competitive solutions using a service model that uses regional resources in an efficient manner.
- Responsible for building a business model based on a strategy adapted to customers in the region and to local contexts.

Based in Brazil



### Cyber Security

- Responsible for developing the offering of cyber security services.
- Services provided by this competence center include monitoring, detecting, isolating, containing and managing computer security incidents, covering workstations, perimeter security, applications and network services.
- The IT security monitoring aims to detect combinations of events that simultaneously represent a security risk that could threaten a customer's IT assets within their infrastructure.

Based in Colombia



### Mobility and Virtualization

- Responsible for developing the offering of services based on Citrix and VMware technologies.
- Desktop and applications virtualization solutions, enabling its usage in mobile devices at a reasonable cost.
- Data center virtualization, delivering solutions that enable the virtualization of servers, storages, networks, and private/hybrid cloud solutions.
- Mobile application management (MAM) and Mobile enterprise management (MEM) solutions.

Based in Colombia

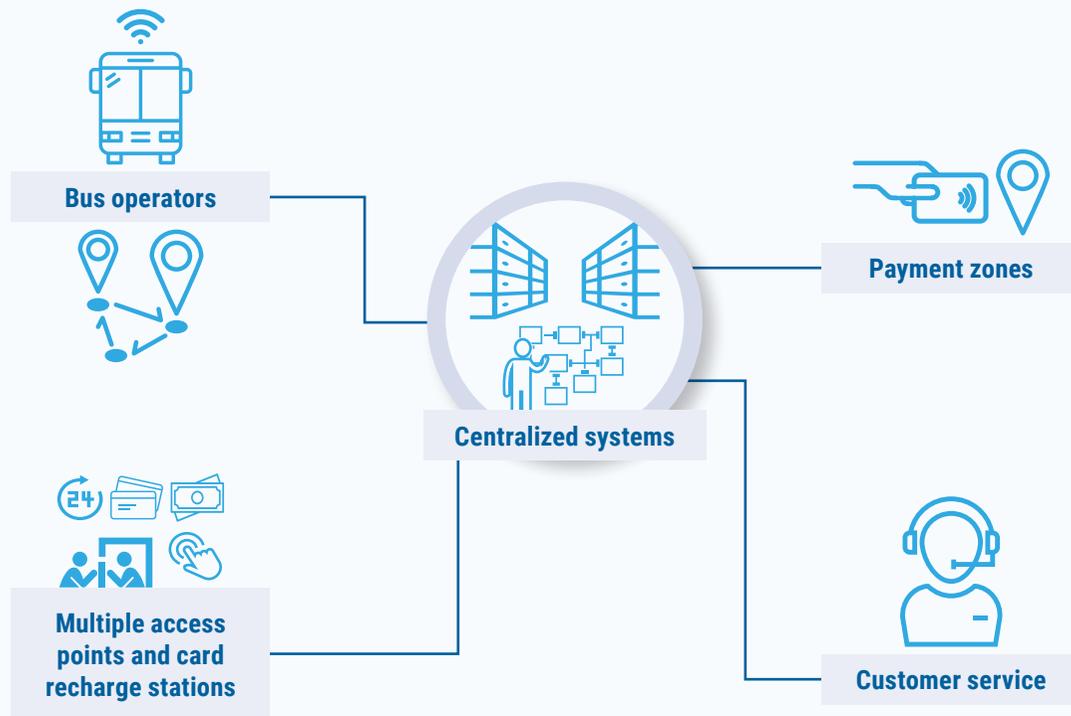
04. SONDA's value proposition

# Adding value and solving customer needs by using IT solutions

## Regional Competence Centers

### Business case

IT business solution for the payment system in the public transportation network (Panama City).



### Business case

A tax management software/solution for Brazilian entities.





# 05. Investment considerations

# Investment considerations



## Unique investment opportunity in the IT sector in Latin America

- 44 years of sustained and profitable growth.
- Unique company in Latin America.
- A truly regional network of IT services & solutions.
- Unparalleled capacity to deliver IT services through all the region.



## Investment plans driving the growth

- 4 Triennial Investment Plans since IPO (2006).
- Supporting the organic growth and execution of large scale projects across the region.
- Accelerating the inorganic growth... Unlocking opportunities across Latin America.
- Over US\$1.0 Bn investments in organic & inorganic growth.



## A business model built on competitive advantages

- A fully integrated and one-stop shop IT services and solutions provider.
- Remarkable track-record of large scale integration projects across the region.
- Project replicability.
- Multi-brand IT provider/Strategic regional alliances.
- Blue chip customer base/Long term relationships.
- Relevant contribution of recurrent contracts/revenues.



## IT business solutions creating extra value

- Regional competence centers bolstering new IT business solutions in Latin America.
- High added value solutions for needs and requirements of countries, companies and organizations.
- Increasing the pipeline of new opportunities in the region.
- Replicability, scalability and adaptability of business solutions developed.



## Attractive potential to continue growing

- Digital Transformation speeding up the pace on the IT Spending.
- Underpenetrated markets / Emerging Countries.
- Markets recovery in Latin America.
- Cross selling and up selling opportunities.

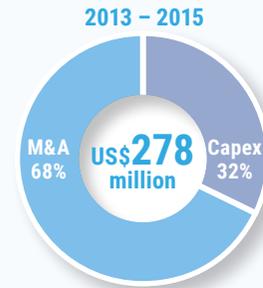
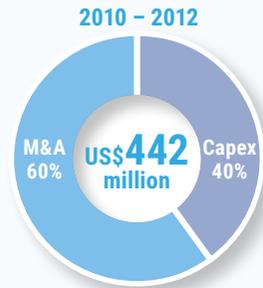


## Improving quality of life of millions of people

- IT solutions improving quality of people's lives.
- IT solutions improving efficiencies in our customers.
- IT solutions breaking down boundaries across the region.
- Adding value in a sustainable manner.

# Triennial Investment Plans leveraging the sustained and profitable growth

## Successful Triennial Investment Plans executed since the IPO



Investments plans have had a key role in boosting SONDA's growth pace.

## 2016-2018 Triennial Investment Plan (in execution)

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.



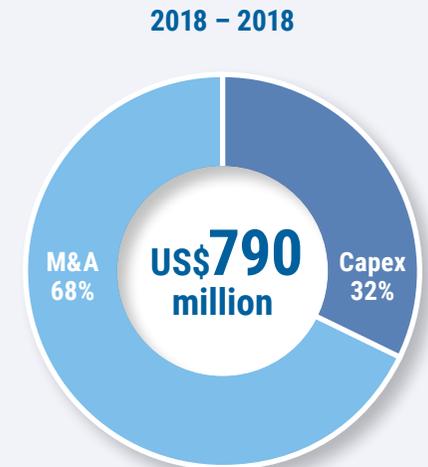
### Organic Growth

- 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

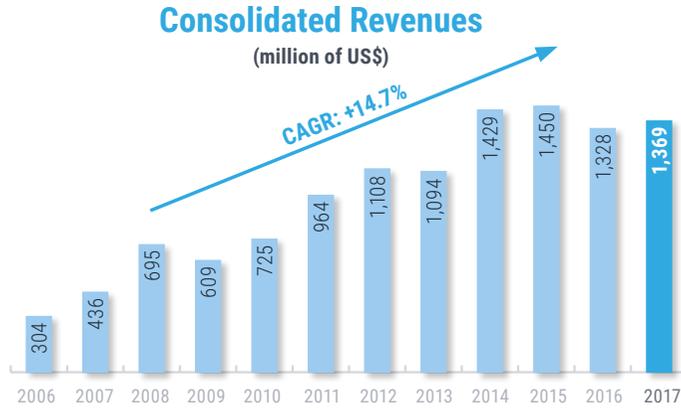
- **Geographical:** Continue consolidating in Latam, whilst emphasizing major markets
- **Products:** Incorporating innovative and complementary IT solutions
- **Industries:** Entering key vertical industries that offer growth opportunities
- **Efficiency/Costs:** Identifying companies with competitive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



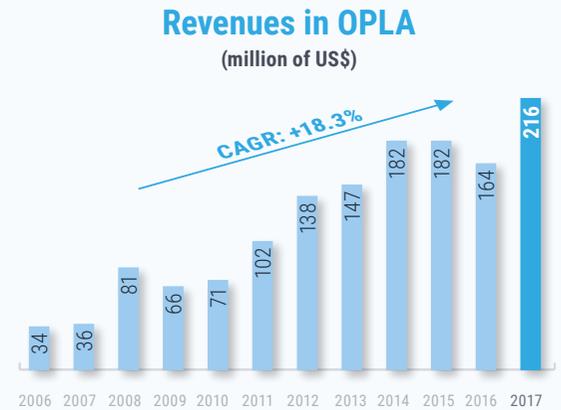
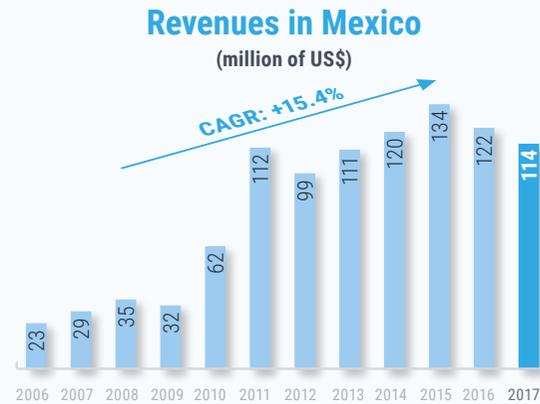


Exhibits

# Financial Review: Revenues



Retail	19.0%
Public Institution	15.0%
Banking	14.8%
Manufacturing	8.3%
Telecommunications	7.7%
Oil, Gas and Mining	6.3%
Utilities	3.1%
Health	2.1%
Others	23.6%



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Exhibits

# Financial Review: EBITDA and Net Income



**Consolidated EBITDA**  
(million of US\$, Net Margin %)



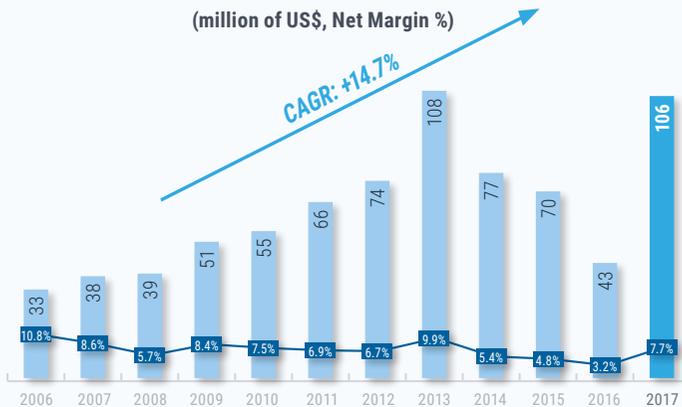
**EBITDA in Chile**  
(million of US\$, Net Margin %)



**EBITDA in Brazil**  
(million of US\$, Net Margin %)



**Net Income**  
(million of US\$, Net Margin %)



**EBITDA in Mexico**  
(million of US\$, Net Margin %)



**EBITDA in OPLA**  
(million of US\$, Net Margin %)



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# Summary of Income Statement



(US\$ millions)	Fiscal Year Ended December 31,						
	2011	2012	2013	2014	2015	2016	2017
<b>TOTAL REVENUES</b>	964.3	1,108.1	1,093.6	1,429.0	1,449.6	1,327.6	1,368.9
Growth (%)		14.9%	-1.3%	30.7%	1.4%	-8.4%	3.1%
Gross Profit	201.9	238.4	231.1	256.5	279.5	235.2	236.2
Margin (%)	20.9%	21.5%	21.1%	18.0%	19.3%	17.7%	17.3%
<b>EBITDA</b>	149.1	190.9	185.5	211.1	206.2	158.0	165.8
Margin (%)	15.5%	17.2%	17.0%	14.8%	14.2%	11.9%	12.1%
Growth (%)		28.0%	-2.8%	13.8%	-2.3%	-23.4%	5.0%
EBIT	112.2	139.2	136.4	143.3	151.5	103.0	96.8
Margin (%)	11.6%	12.6%	12.5%	10.0%	10.5%	7.8%	7.1%
<b>NET INCOME TO SHAREHOLDERS</b>	66.1	74.2	108.1	77.3	69.7	42.9	105.6
Margin (%)	6.9%	6.7%	9.9%	5.4%	4.8%	3.2%	7.7%
Growth (%)		12.2%	45.7%	-28.4%	-9.9%	-38.4%	145.9%
Reported EPS	0.09	0.09	0.12	0.09	0.08	0.05	0.12

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# Summary of Balance Sheet



(US\$ millions)	Fiscal Year Ended December 31,						
	2011	2012	2013	2014	2015	2016	2017
Cash and Equivalents	53.6	99.7	277.9	127.8	111.3	104.2	66.7
Other Current Financial Assets	2.3	10.7	8.3	5.0	2.8	44.6	73.9
Current Accounts Receivable	289.3	281.9	236.3	368.1	382.8	328.1	375.6
PP&E	125.2	145.0	148.4	162.0	155.2	216.9	201.9
Goodwill	243.4	316.5	299.3	420.7	355.8	392.8	373.7
Other Assets	224.5	274.3	236.7	284.8	265.4	335.0	338.3
<b>ASSETS</b>	<b>938.2</b>	<b>1,128.1</b>	<b>1,207.0</b>	<b>1,368.4</b>	<b>1,273.3</b>	<b>1,421.7</b>	<b>1,430.1</b>
Current Accounts Payable	143.7	161.5	168.2	213.4	203.2	179.8	218.0
Total Debt	201.5	171.7	153.1	160.4	149.6	269.9	280.1
Other Liabilities	89.9	146.8	112.4	177.2	162.8	148.3	135.4
<b>LIABILITIES</b>	<b>435.1</b>	<b>479.9</b>	<b>433.7</b>	<b>550.9</b>	<b>515.5</b>	<b>598.1</b>	<b>633.5</b>
Minority Interest	6.7	7.7	8.7	9.6	11.1	13.7	8.7
Common Equity	496.5	640.5	764.6	807.9	746.7	809.9	788.0
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<b>938.2</b>	<b>1,128.1</b>	<b>1,207.0</b>	<b>1,368.4</b>	<b>1,273.3</b>	<b>1,421.7</b>	<b>1,430.1</b>

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Exhibits

# Summary of Cash Flow Statement

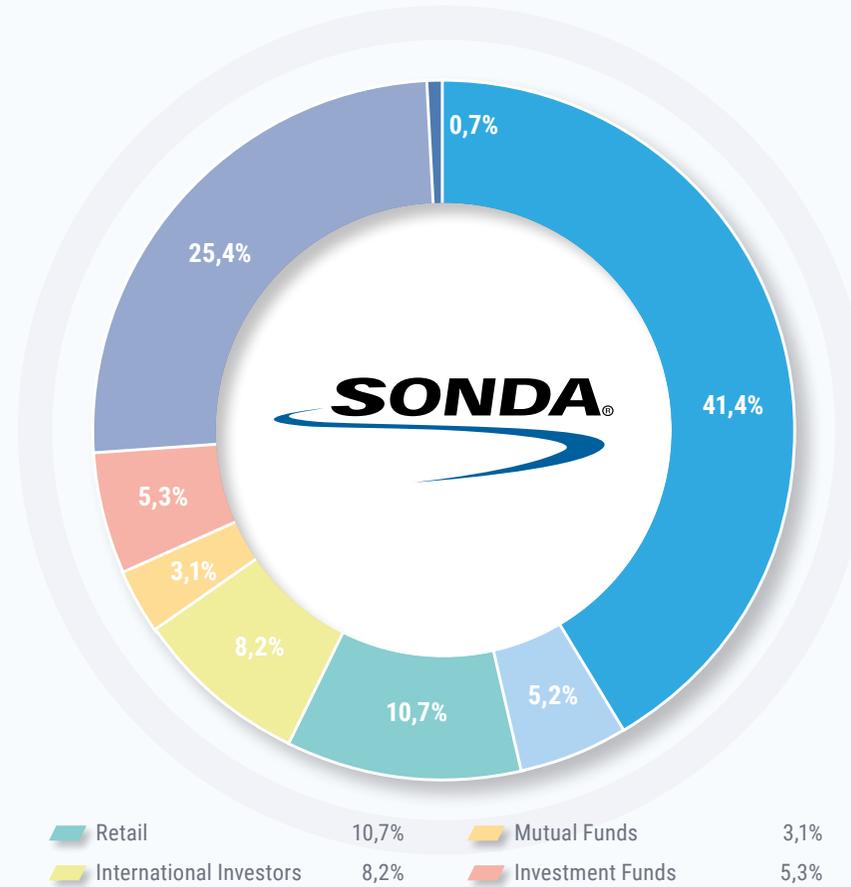
(US\$ millions)	2011	2012	2013	2014	2015	2016	2017
<b>NET CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES</b>	54.4	145.8	152.5	108.6	83.3	109.8	64.3
Capex	(92.2)	(151.2)	(42.0)	(153.2)	(44.5)	(83.6)	(60.2)
Others	64.8	(4.6)	58.6	65.3	2.4	(85.7)	5.9
<b>NET CASH FLOWS FROM (USED IN) INVESTING ACTIVITIES</b>	(27.4)	(155.8)	16.5	(87.9)	(42.0)	(169.3)	(54.3)
Dividends Paid	(33.5)	(34.6)	(43.8)	(54.5)	(39.8)	(41.9)	(24.1)
Interest Paid	(4.9)	(7.8)	(2.9)	(6.7)	(8.6)	(24.9)	(14.4)
Other	24.7	110.3	53.7	(107.0)	(4.7)	125.8	(4.0)
<b>NET CASH FLOWS FROM (USED IN) FINANCING ACTIVITIES</b>	(13.6)	67.9	7.0	(168.3)	(53.1)	59.0	(42.5)
Effect of Exchange Rate Changes on Cash and Cash Equivalents	(0.4)	(11.8)	2.2	(2.6)	(4.8)	(6.6)	(5.1)
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	12.9	46.2	178.2	(150.1)	(16.6)	(7.0)	(37.6)
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	53.6	99.7	277.9	127.8	111.3	104.2	66.7

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Exhibits

# Ownership Structure



Navarro Haeussler Family	41,4%	Retail	10,7%	Mutual Funds	3,1%	Chilean Pension Funds	25,4%
Koyam	5,2%	International Investors	8,2%	Investment Funds	5,3%	Insurance Companies	0,7%

Ownership structure as of June 30, 2018



Exhibits

# Active track-record of acquisition since IPO (2006)

- **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 thirteen companies for a total of over US\$600 million, since the IPO (2006).

## Clear M&A strategy, backed by solid execution

Year	Target	Country	Focus / Rationale	EV/Sales
2007	PROCWORK	Brazil	Establish solid footprint in Brazil Become a relevant regional SAP integrator	0.9 x
2008	red	Colombia	Establish solid footprint in Colombia Boost IT services	0.4 x
2010	TELSINC	Brazil	Strengthen position in Brazil Expand offerings of virtualization, communication and cloud computing services	0.6 x
	KAIZEN	Brazil	Expand offerings of virtualization, communication and cloud computing services	0.4 x
	nextiraOne	Mexico	Strengthen position in Mexico Expand offerings of virtualization, communication and cloud computing services	n.a
	SOFTTEAM	Brazil	Enhance offerings of fiscal solutions	0.9 x
	CEITECH	Argentina	Increase presence in Argentina in IT infrastructure support Enhance geographic coverage	0.4 x
2011	QUINTEC	Pan-regional	Strengthen position in Chile and Colombia Complement current offering Boost access to a growing regional retail industry	0.7 x
2012	EBC	Brazil	Strengthen solutions offering for engineering and design industry in LatAm	0.7 x
	ETEC	Brazil	Enhance regional offering of solutions for the utilities industry	1.1 x
2014	CTIS	Brazil	Expertise in the public sector Strengthen position in Brazil	0.4 x
2016	ATIVAS	Brazil	Enhance geographic coverage Strengthen position in Brazil	n.a
2017	COMPUFACIL	Colombia	Strengthen position Colombia	0.5



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A wide panoramic photograph of a city at night, viewed from an elevated position. The city lights are visible against the dark sky, with a range of mountains in the background. The lights from the city and the roads create a vibrant contrast with the dark landscape.

**SONDA, Leading Latin American IT Service Company**  
Regional presence, 10 countries in over 3,000 cities under coverage.