



Transporte



Retail



servicios Financieros



Gobierno



EARNINGS PRESENTATION 4Q19 & 12M19

January 28, 2020



Highlights 4Q2019 & 12M2019

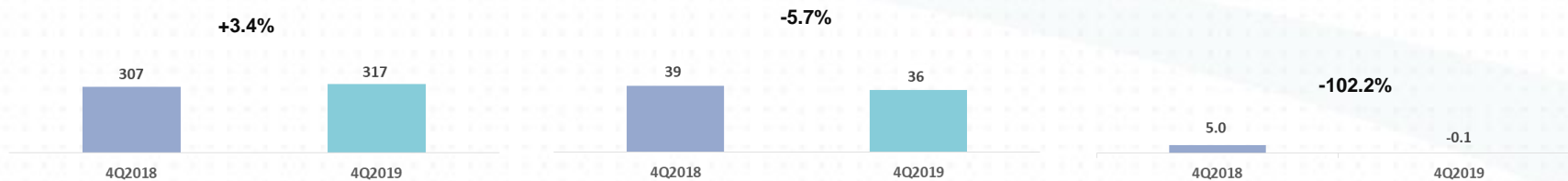
- **Revenues increased 5.8% (YoY) in reporting currency in 12M2019**, registering growth in all regions, except Mexico. **In 4Q19, revenues grew 3.4% (YoY) in reporting currency**, highlighting the growth in Brazil, Chile and OPLA, offset by lower revenues in Mexico.
- **In 12M2019 EBITDA grew 2.1%** in reporting currency compared 2018, emphasizing the growth in Brazil (+39.6%) and OPLA (+7.9%). In 4Q19, in reporting currency, Brazil and OPLA showed larger dynamism registering growth of 21.0% and 12.4%, partially offset by Chile and México.
- **The EBITDA margin remained in line in 12M19** compared to the same period of 2018. However, margin expansion in Brazil highlighted (+140bp). Likewise, in 4Q19 highlighted the expansion of 60bp in Brazil, compared to 4Q18.
- **Net Income increased 116.2% in reporting currency** in 2019 (YoY), explained mainly by the sale of a subsidiary.
- **Business closed increased 11.0%** during 2019 (YoY), highlighting a major commercial activity level in Chile and Brazil, which registered growth of 34.4% y 10.8% respectively.
- **Pipeline of new opportunities grew 15.8% compared to December 2018**, with Mexico increasing 264.7% and Brazil 38.5%.

4Q2019 Results

Revenues (US\$ million)

EBITDA (US\$ million)

Net Income (US\$ million)



US\$ Million	4Q2019	Chg. 19/18	4Q2019 A	Chg. 19A/18
Revenues	317.4	↑ 3.4%	310.5	↑ 1.2%
EBITDA	36.4	↓ (-5.7%)	35.8	↓ (-7.3%)
EBITDA Margin	11.5%	↓ (-112pb)	11.5%	↓ (-105pb)
Net Income	(0.1)	↓ (-102.2%)		
Net Margin	(-0.0%)	↓ (-167pb)		

Note: 4Q2019 A corresponds to figures for the period 2019 in constant currency.

2019 Quarterly Results

US\$ Million	1Q 2019	2Q 2019	3Q 2019	4Q 2019
Revenues	260.6	↑ 283.1	↓ 269.6	↑ 317.4
Chg. % (Q o Q)		8.6%	(4.8%)	17.7%
EBITDA	27.1	↑ 31.4	↓ 29.6	↑ 36.4
Chg. % (Q o Q)		16.2%	(6.0%)	23.1%
EBITDA Margin	10.4%	↑ 11.1%	↓ 11.0%	↑ 11.5%
Chg. % (Q o Q)		73bp	(-14bp)	50bp
Net Income	6.3	↑ 9.8	↑ 14.9	↓ (0.1)
Chg. % (Q o Q)		53.9%	52.0%	(100.8%)
Net Margin	2.4%	↑ 3.5%	↑ 5.5%	↓ (-0.0%)
Chg. % (Q o Q)		102bp	206bp	(-554bp)

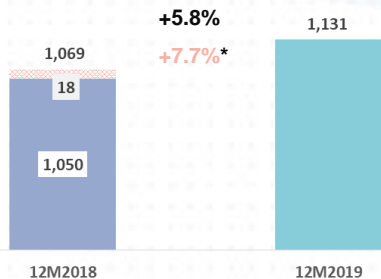
Highlights

- Greater dynamism in revenues in 4Q19 compared to prior quarters, boosted by Brazil, OPLA and Chile.
- Greater dynamism in EBITDA and EBITDA margin compared to prior quarters explained by Brazil, OPLA and Chile.

Nota: Figures in US\$ were translated using exchange rate equal to \$748.74 / US\$.

12M2019 Results

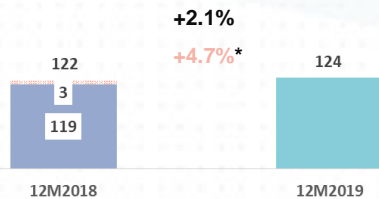
Revenues (US\$ million)



⊗ One-Off MX 3Q18

(*): Growth discounting MX contract in 3Q18

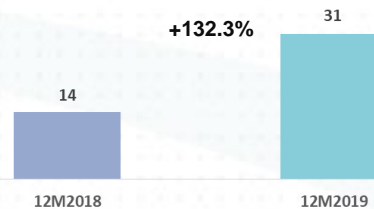
EBITDA (US\$ million)



⊗ One-Off MX 3Q18

(*): Growth discounting MX contract in 3Q18

Net Income (US\$ million)



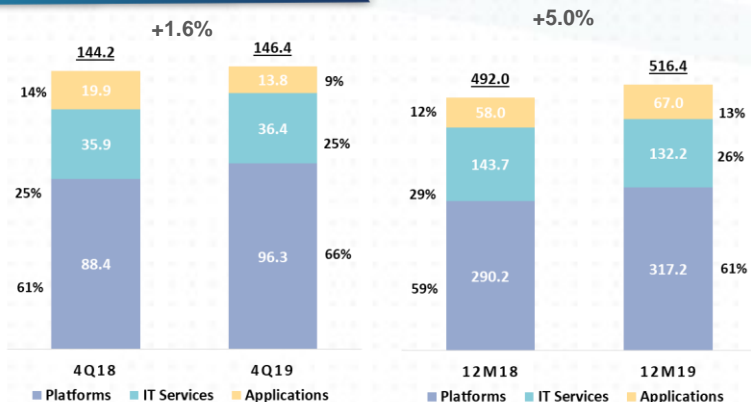
US\$ Million	12M2019	Chg. 19/18	12M2019 A	Chg. 19A/18
Revenues	1,130.6	↑ 5.8%	1,116.5	↑ 4.5%
EBITDA	124.5	↑ 2.1%	123.3	↑ 1.1%
EBITDA Margin	11.0%	↓ (-40pb)	11.0%	↓ (-36pb)
Net Income	30.9	↑ 116.2%		
Net Margin	2.7%	↑ 139pb		

Nota: 12M2019 A corresponds to figures for the period 2019 in constant currency

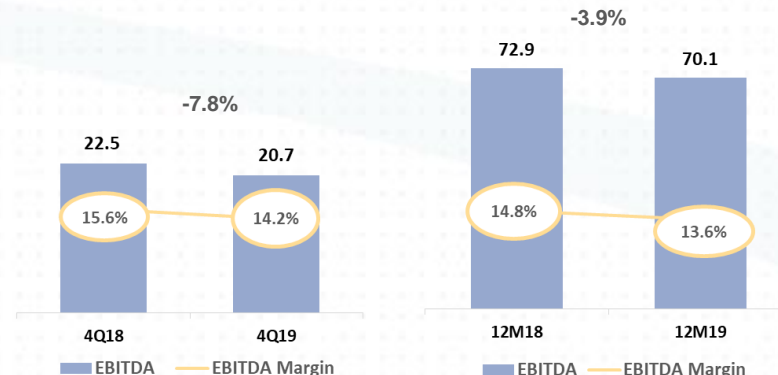
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Chile – 4Q2019 & 12M2019 Results

Revenues (US\$ million)



EBITDA (US\$ million)



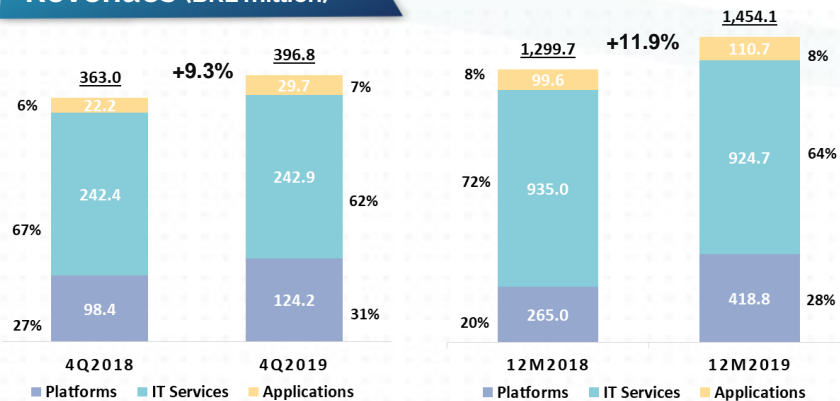
	Chg. 12M 19/18	Chg. 4Q 19/18	Chg. 4Q19/3Q19
Platforms	↑ 9.3%	↑ 9.0%	↑ 37.4%
IT Services	↓ -8.0%	↑ 1.2%	↑ 9.4%
Applications	↑ 15.5%	↓ -30.8%	↓ -24.3%
Total Revenue	↑ 5.0%	↑ 1.6%	↑ 20.5%
EBITDA	↓ -3.9%	↓ -7.8%	↑ 20.0%

- **Revenues increased 5.0% y 1.6%** during 12M2019 y 4Q2019, respectively, in reporting currency.
- **EBITDA margin reached 13.6%** in the twelve months of 2019, due to the distribution business growth. In **4Q19 the EBITDA margin reached 14.2%**
- **Business closed increased 34.4%, reaching US\$ 620 million** in 2019 compared to the same period of 2018.

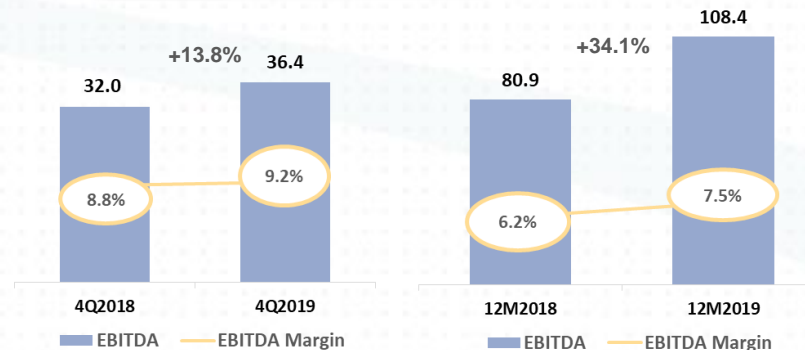
Nota: Figures in US\$ were translated using exchange rate equal to \$748.74 / US\$.

Brazil – 4Q2019 & 12M2019 Results

Revenues (BRL million)



EBITDA (BRL million)



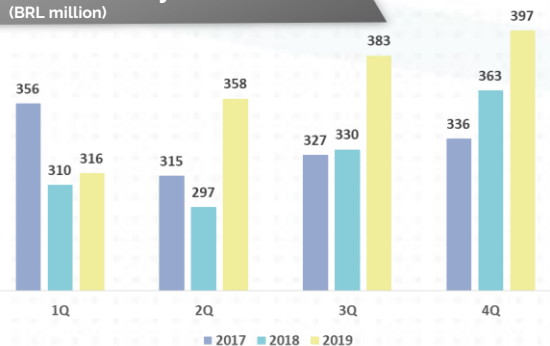
	Chg. 12M19/18	Chg. 4Q19/18	Chg. 4Q19/3Q19
Platforms	↑ 58.0%	↑ 26.2%	↑ 1.7%
IT Services	↓ -1.1%	↑ 0.2%	↑ 3.2%
Applications	↑ 11.1%	↑ 33.8%	↑ 18.1%
Total Revenue	↑ 11.9%	↑ 9.3%	↑ 3.7%
EBITDA	↑ 34.1%	↑ 13.8%	↑ 52.8%

- **Revenues increased 13.4% in reporting currency** during 2019. In BRL, revenues grew 11.9%, as a result of the growth in closed businesses of higher value-added services. In 4Q19, **revenues increased 9.3%** in BRL.
- **EBITDA grew 34.1% in 2019 and 13.8% in 4Q19** in BRL.
- **EBITDA margin expanded 140bp in 2019** compared to 2018.
- **Business closed increased 19%, reaching BRL\$ 2,025 million** in 2019 compared to the same period of 2018.

Brazil – Recovery in Results and Profitability

Revenues by Quarter

(BRL million)



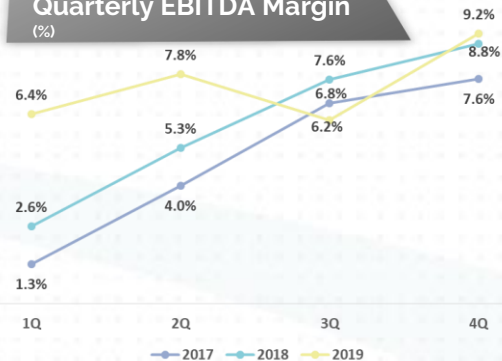
EBITDA by Quarter

(BRL million)



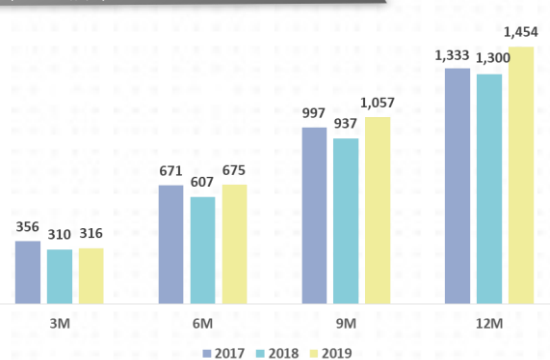
Quarterly EBITDA Margin

(%)



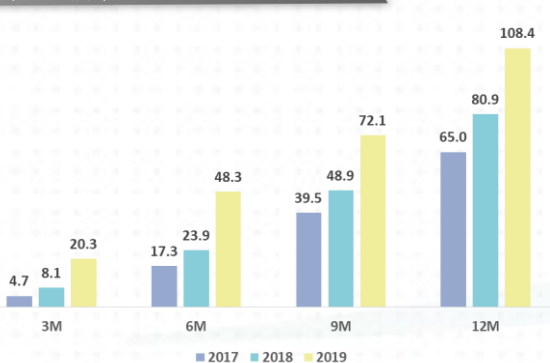
Revenues LTM

(BRL million)



EBITDA LTM

(BRL million)



EBITDA margin LTM

(%)

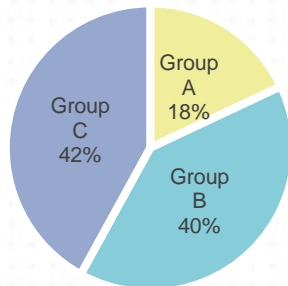


Brazil – The Strategic Plan Guiding the Recovery

- New business closed contributing to improve the revenue mix.
 - ✓ Enhancing the revenue mix, by focusing in more value added businesses
 - ❑ **Group A:** Business units with **Gross Margin $\geq 20\%$**
 - ❑ **Group B:** Business units with **Gross Margin between 15% y 20%**
 - ❑ **Group C:** Business units with **Gross Margin $\leq 15\%$**

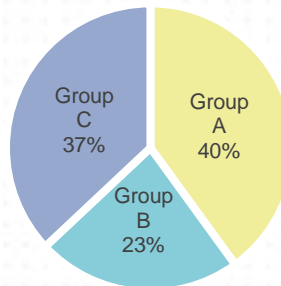
Revenue mix in 2017

(By group A, B y C)



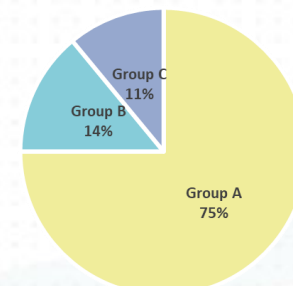
Business closed in 2018

(By group A, B y C)



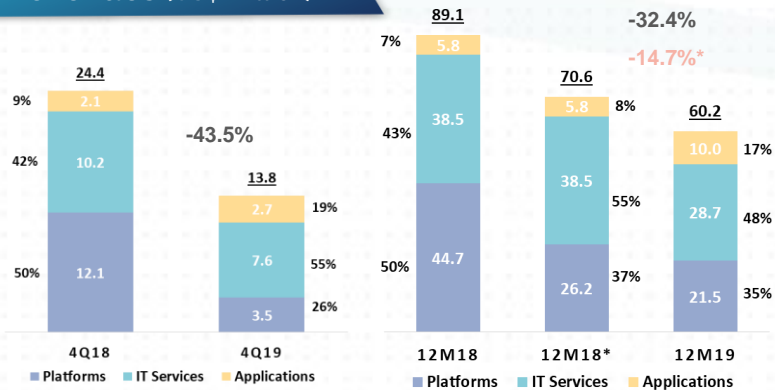
Business closed in 2019

(By group A, B y C)

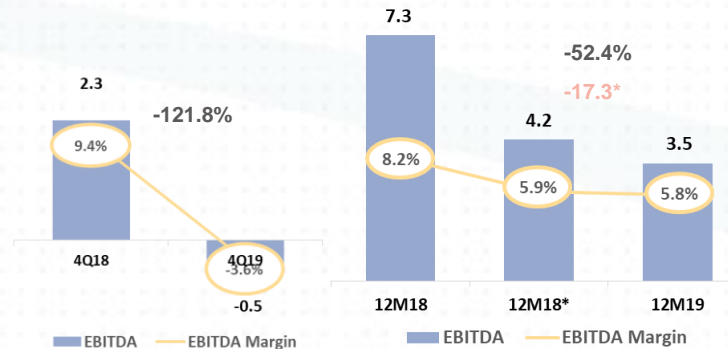


Mexico – 4Q2019 & 12M2019 Results

Revenues (US\$ million)



EBITDA (US\$ million)



(*): Revenues discounting contract with a banking sector customer in 3Q18

(*): Revenues discounting contract with a banking sector customer in 3Q18

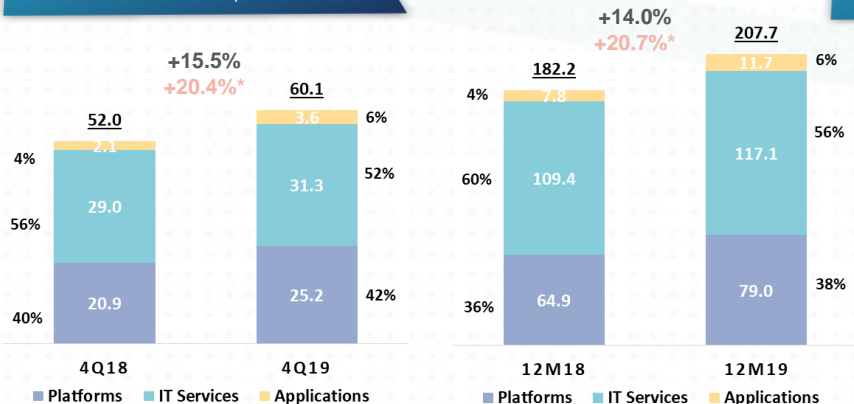
	Chg. 12M19/18	Chg. 4Q19/18	Chg. 4Q19/2Q18
Platforms	↓ -51.8%	↓ -70.9%	↑ 35.9%
IT Services	↓ -25.5%	↓ -25.8%	↑ 9.6%
Applications	↑ 70.7%	↑ 28.2%	↑ 5.9%
Total Revenue	↓ -32.4%	↓ -43.5%	↑ 14.5%
EBITDA	↓ -52.4%	↓ -121.8%	↓ -185.1%

- **Revenues decreased 43.5%** in reporting currency compared to 4Q2018 and 32.4% compared to 2018, due to lower revenues in platforms and IT services.
- **EBITDA registered a 52.4% decrease** compared to 2018.
- **EBITDA margin reached 5.8%** in 2019.
- **Business closed decreased in 47.9%** in 2019, however an historic pipeline was registered (US\$ 360 million) in 2019 (+265% vs 2018).

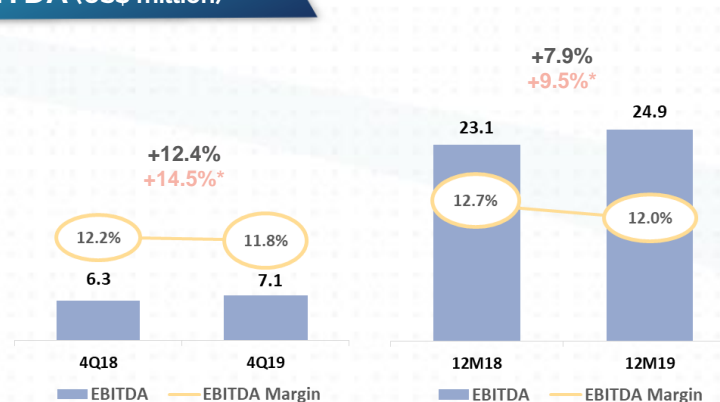
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OPLA – 4Q2019 & 12M2019 Results

Revenues (US\$ million)



EBITDA (US\$ million)



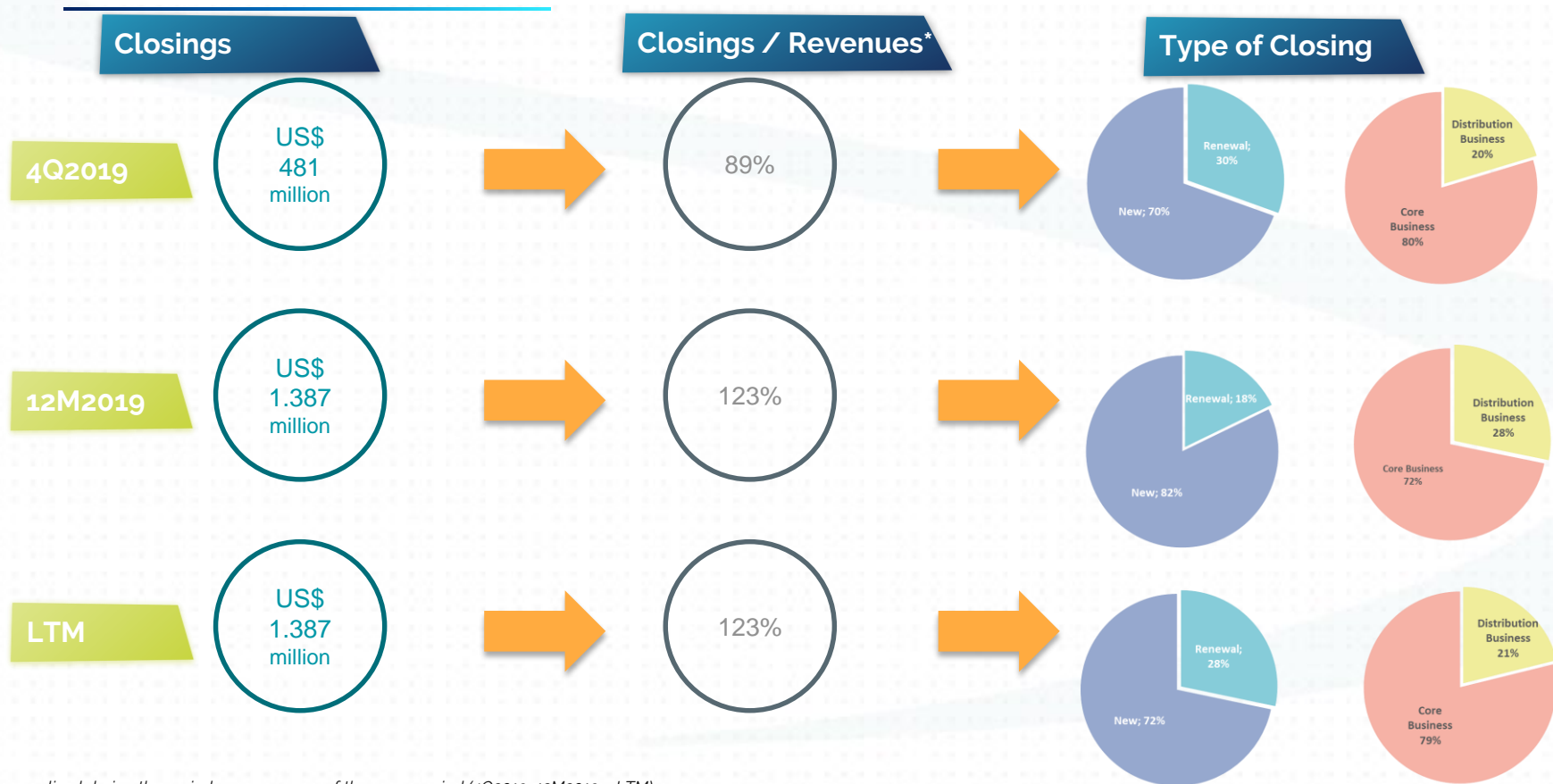
	Chg. 12M19/18	Chg. 4Q19/18	Chg. 4Q19/2Q19
Platforms	↑ 21,7%	↑ 21,0%	↑ 48,6%
IT Services	↑ 7,0%	↑ 7,7%	↑ 22,5%
Applications	↑ 49,1%	↑ 68,0%	↑ 29,1%
Total Revenues	↑ 14,0%	↑ 15,5%	↑ 32,7%
EBITDA	↑ 7,9%	↑ 12,4%	↑ 16,7%

- **Revenues increased 15.5%** compared to 12M18 driven by Argentina, Peru, Panama, Uruguay and Ecuador. In 4Q19 **Revenues grew 20.4% in comparable currency**.
- **EBITDA increased 12.4% in 4Q19** explained by better results in Argentina, Colombia, Ecuador and Uruguay
- EBITDA margin reached **12.0%** in 2019 and **11.8% in 4Q19**
- **Business closed decreased 11.7%**, reaching **US\$ 195 million** in 2019 compared to the same period of 2018.

(*): Growth in constant currency (excluding FX)

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Business Closed 2019



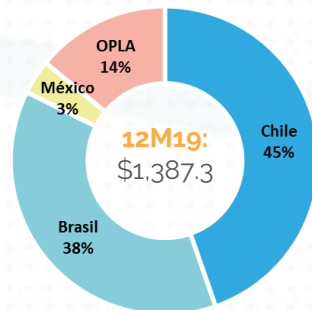
(*) Closings realized during the period over revenues of the same period (4Q2019, 12M2019 y LTM)

Business Closed 2019

Business Closed by Region

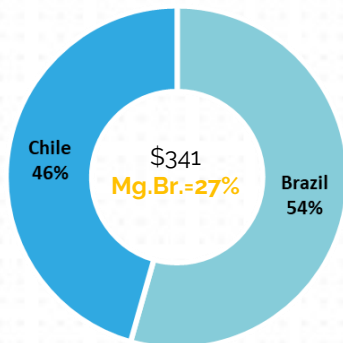
(US\$ million)

US\$ million	12M2019	12M2018	Chg. %
Chile	619.9	461.4	34.4%
Brazil	522.1	471.0	10.8%
Mexico	50.0	96.0	-47.9%
OPLA	195.3	221.1	-11.7%
Total	1,387.3	1,249.5	11.0%

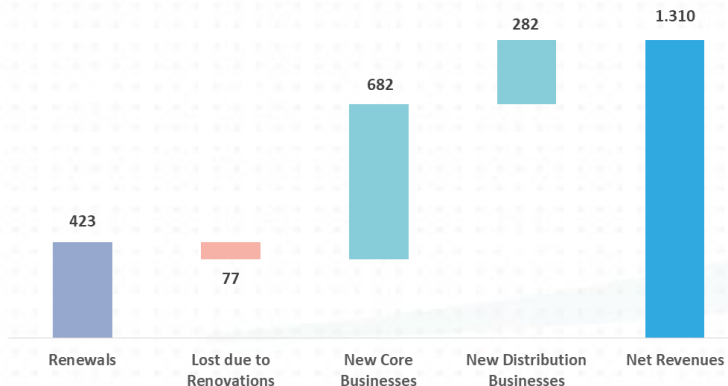


- US\$57 million in the backlog of contracts awarded in 12M2019, but that are still in the signature process.

Top 10 (12M2019, US\$ million)



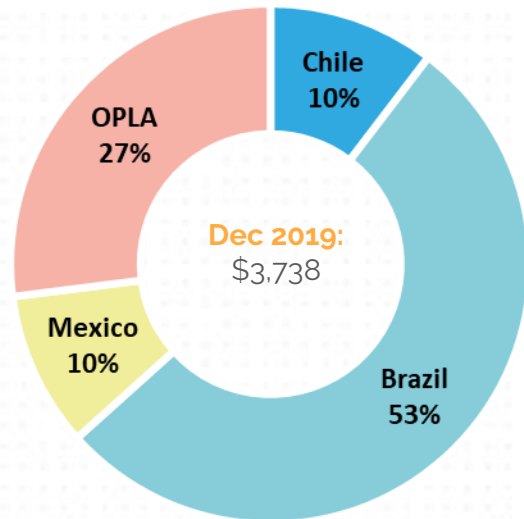
Contribution to Revenues (US\$ million)



Additional Net Revenues
US\$887 million

Pipeline of New Opportunities (as of December 31, 2019)

Pipeline by Region (US\$ million)



- Brazil represented the 53% of the opportunities included in the pipeline.
- Mexico increased its pipeline of new opportunities 265% compared to dec-18

Pipeline	dec-19	dec-18	Chg. %
Chile	387,9	710,7	-45,4%
Brazil	1.980,1	1.430,1	38,5%
Mexico	360,9	99,0	264,5%
OPLA	1.009,2	987,5	2,2%
Total	3.738,0	3.227,3	15,8%

Financial Position as of December 31, 2019

Balance Sheet (US\$ million)	dec-18	dec-19	Δ \$	Δ %		dec-18	dec-19
Cash and Cash Equivalents	66.0	185.3	119.3	180.9%	Current Ratio (Current Assets / Current Liabilities)	1.4x	1.9x
Other Current Financial Assets	21.5	25.8	4.4	20.3%	Leverage ((Current Liabilities + Non-Current Liabilities) / Equity)	0.8x	1.0x
Trade Accounts Receivable and Other Receivables, Net	320.5	372.6	52.1	16.3%	Net Financial Expenses Coverage (EBITDA / Net Financial Expenses)	15.2x	8.9x
Accounts Receivable from Related Companies	1.0	2.3	1.3	123.8%	Net Financial Debt / EBITDA (Other Current Financial Liabilities + Other Non-Current Financial liabilities - Cash and Cash Equivalents - Other Financial Current Assets) / EBITDA)	1.3x	1.7x
Inventories	73.0	54.2	(18.8)	(25.7%)	Financial Debt (US\$ million) (Other Current Financial Liabilities + Other Non-Current Financial liabilities)	244.9	424.2
Other Current Assets	69.6	61.9	(7.8)	(11.2%)	Net Financial Debt (US\$ million)	157.5	213.1
CURRENT ASSETS	551.7	702.2	150.5	27.3%	Note: (1) Operating Income = Gross Profit – Administration Expenses (2) EBITDA = Operating Income + Depreciation and Amortization		
Intangibles Assets and Goodwill	332.6	355.7	23.1	6.9%			
Property, Plant and Equipment, Net	164.0	221.6	57.6	35.1%			
Other Non-currents Assets	150.7	182.4	31.7	21.0%			
NON-CURRENT ASSETS	647.4	759.7	112.4	17.4%			
ASSETS	1,199.0	1,461.9	262.8	21.9%			
Other Current Financial Liabilities	151.3	119.2	(32.1)	(21.2%)			
Other Liabilities	234.9	247.4	12.5	5.3%			
CURRENT LIABILITIES	386.2	366.6	(19.6)	(5.1%)			
Other Non-current Financial Liabilities	93.6	305.0	211.4	225.9%			
Other Liabilities, Non-Current	53.0	75.8	22.8	43.1%			
NON-CURRENT LIABILITIES	146.6	380.8	234.2	159.8%			
LIABILITIES	532.8	747.4	214.6	40.3%			
Minority Interest	5.4	3.7	(1.7)	(31.4%)			
TOTAL SHAREHOLDERS' EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY	660.8	710.7	49.9	7.6%			
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	1,199.0	1,461.9	262.8	21.9%			

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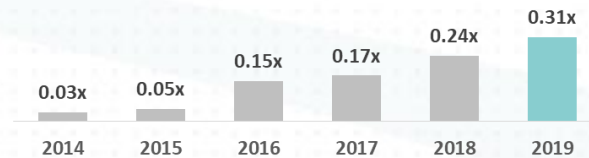
Financial Performance as of December 31, 2019

Leverage



$((\text{Current Liabilities} + \text{Non-Current Liabilities}) / \text{Equity})$

Net Financial Leverage



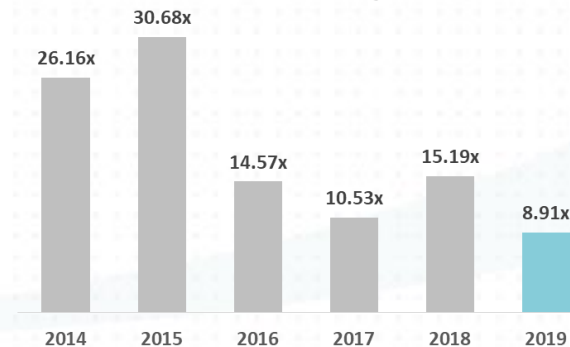
$(\text{Financial Debt} - \text{Cash and Cash Equivalents} - \text{Other financial assets}) / \text{Equity}$

Net Financial Debt / EBITDA



$(\text{Other Current Financial Liabilities} + \text{Other Non-Current Financial liabilities} - \text{Cash and Cash Equivalents} - \text{Other Financial Current Assets}) / \text{EBITDA LTM}$

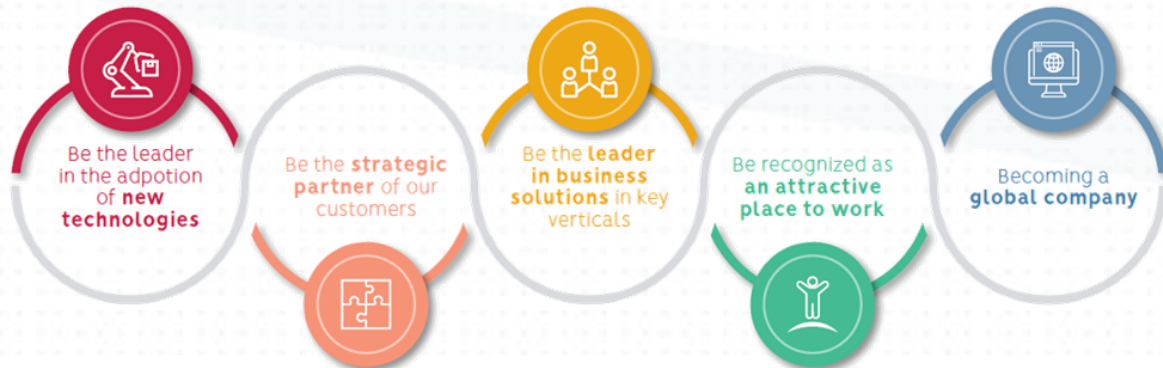
Financial Expenses Coverage



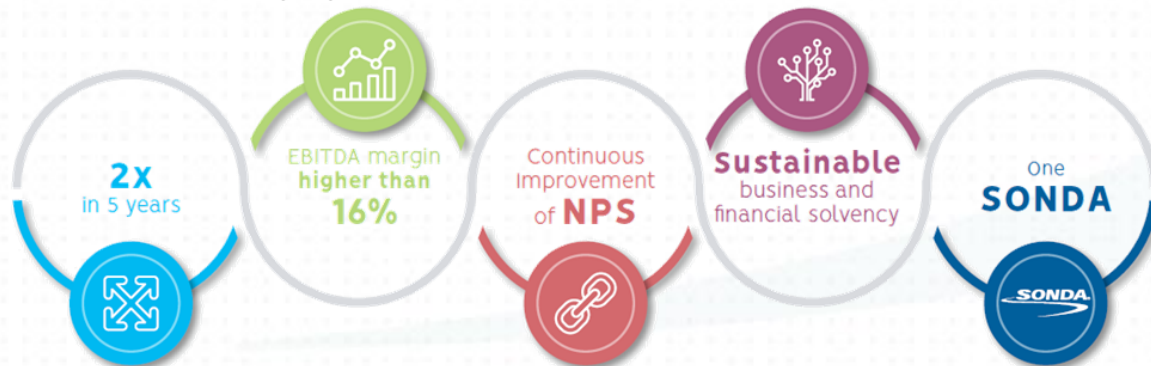
$(\text{EBITDA LTM} / \text{Net Financial Expenses})$

Executing the Strategic Plan

We have defined an aspiration...



... and challenging objectives towards 2021



Executing the Strategic Plan

To achieve it, we prioritize...

...7 strategic pillars



Executing the Strategic Plan

Strengthening key industries at a regional level

Transforming the business model of our customers
 Improving the operations of our customers



- Portfolio with world-class solutions
- Successful track record in the region
- 7% of SONDA's revenues

- Knowledge and transferable solutions
- On process of accelerated transformation
- 19% of SONDA's revenues (2018)

- 1st in technology Consumption
- Portfolio with specialized
- Solutions 16% of SONDA's revenues (2018)

- 3rd in technology consumption
- Portfolio with specialized Solutions
- 13% of SONDA's revenues (2018)

Improving and Transforming Customers' Business

Progress in the digital transformation of our customers...



... by Christian Onetto (Corporate VP in Digital Transformation)

Progress in our Brazilian Operation...



... by Affonso Nina (Brazil's CEO)

DIVISIÓN *TRANSFORMACIÓN*



SONDA
The logo for Sonda, featuring the word "SONDA" in a bold, white, sans-serif font. Below the text is a white, curved graphic element that starts under the 'S' and sweeps under the 'A', resembling a stylized wave or a swoosh.

2019 Transformation Journey

- (4) Cloud
- (10) Ciberseguridad
- (3) Tecnologías Disruptivas
- (2) Big Data & A
- (1) Consultoría



Consolidación oferta

Oferta Integral Ecosistema de Partner Enablement & Awareness

Q3 2019				Q4 2019				Q1 2020				Q2 2020				Q3 2020																							
Julio		Agosto		Septiembre		Octubre		Noviembre		Diciembre		Enero		Febrero		Marzo		Abril		Mayo		Junio		Julio		Agosto		Septiembre											
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4								
Indoor Maninn								Market Place Analytics								Digital Mindset								Digital Strategy Consulting								Prevención de Fraudes							
																Consultoría Transformacional																							
																Cognitive AMS								Jornada S/4 Hana								Jornada de Cliente							
																IT Transformation								Jornada Analítica								Experience Manager							
																Vaca Conectada								Análisis de Riesgo								Marketing Campaign							
																SaS as a Service								Customer Intelligence								Visa Contactless							
																								Planning								Analytics Gestión Pública							

AWARENESS



- Colaborativo
- Innovador
- Consultivo
- Foco Cliente
- Ágil

ECOS



Certificaciones



- Workshop
- Customers / Partners / Transformación / Fábricas



2019 Transformation Journey

- (4) Cloud
- (10) Ciberseguridad
- (3) Tecnologías Disruptivas
- (2) Big Data & A
- (1) Consultoría



Consolidación oferta

Oferta Integral Ecosistema de Partner Enablement & Awareness

Q3 2019			Q4 2019			Q1 2020			Q2 2020			Q3 2020			
Julio	Agosto	Septiembre	Octubre	Noviembre	Diciembre	Enero	Febrero	Marzo	Abril	Mayo	Junio	Julio	Agosto	Septiembre	
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Indoor Marinn			Market Place Analytics			Digital Mindset			Digital Strategy Consulting			Prevención de Fraudes			
						Consultoría Transformacional									
						Cognitive AMS			Jornada S/4 Hana			Jornada de Cliente			
						IT Transformation			Jornada Analítica			Experience Manager			
						Vaca Conectada			Análisis de Riesgo			Marketing Campaign			
						Saas as a Service			Customer Intelligence			Visa Contactless			
									Planning			Analytics Gestión Pública			

AWARENESS



- Colaborativo
- Innovador
- Consultivo
- Foco Cliente
- Ágil



Casos Clientes

Ciberseguridad

Cloud

IoT

DX

CLC

Embracon

PONTIFICIA UNIVERSIDAD CATOLICA DE CHILE

MUFG Bank of Tokyo-Mitsubishi UFJ

fan

Johnson & Johnson

BIENESTAR FAMILIAR

MODERNA ALIMENTOS

sigmaplast

GERDAU

SCANIA

RIOCard

CAIXA

Zaffan

TOYOTA

CARUANA

ECOS



- ONATE
- APPDYNAMICS
- TABLEAU
- SERVICEAIDE
- PALOALTO
- TALO
- UIPATH
- COLABRA
- MICROSOFT

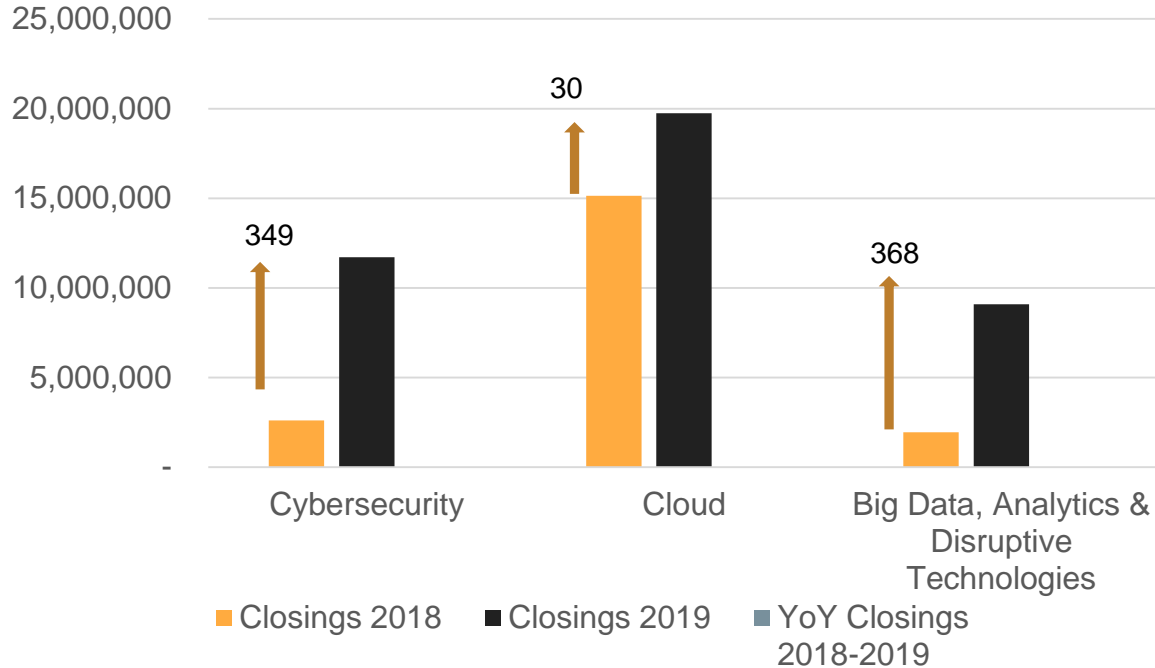
Partners / Transformación / Fábricas



- NSE 3
- NSE 4
- NSE 5
- NSE 6
- NSE 7
- NSE 8

2019 Transformation Growth

YOY Closings 2018-2019



Unit	YoY Closings 2018-2019
Cybersecurity	349%
Cloud	30%
Big Data, Analytics & Disruptive Technologies	368%
Transformation	106%

2020 Priorities

SONDA Latam Offer

One Offer, one **SONDA**

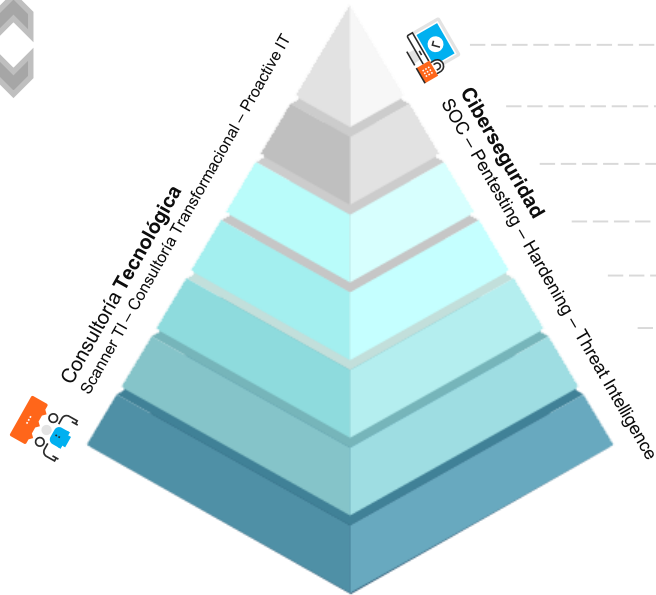
Financial Services





Retail

Transport

Government

Other Industries
(Mining, healthcare, etc.)



-  **Digital Experience**
Big Data – Analytics - CX
-  **Digital Automation**
RPA
-  **Smart IoT**
Smart Traffic - Smart Cities Transport – iFood – Smart Safty
-  **Cloud Services**
Multi Cloud – Business Cloud - AWS - Azure



What's next?

- ✓ Awareness
- ✓ Enablement
- ✓ Certifications
- ✓ Ecosystem 2.0
- ✓ M&A Opportunities



