

3<sup>rd</sup> Andean CEO **Conference 2014** 



## > **SONDA,** THE PROJECTS YOU IMAGINE

<1

Overview

< 2

**Company Highlights** 

< 3

**Recent Acquisition** 

< 4

**Financial Review** 

< 5

Appendix



## < 1.1 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
  - 13,000~ employees regionally and over 5,500 in Brazil
  - Ability to deliver services in over 1,000 cities

#### → Diversified blue-chip client base

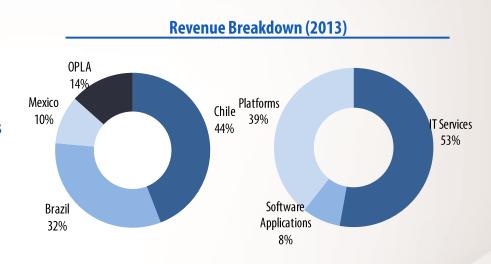
- 5,000+ corporate clients in the region
- High recurring revenue base

#### → Integrated one-stop shop business model

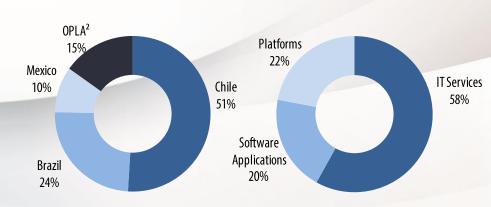
- Comprehensive IT offering
- Partnerships with worldwide leading technology suppliers

#### → Key financial metrics (2013)

- Revenues : US\$ 1,282 mm<sup>7</sup>
- EBITDA: US\$ 217 mm<sup>1</sup>
- Net Debt / EBITDA: (0.7)x



#### EBITDA Breakdown (2013)





## < 1.2 SUCCESSFUL GROWTH HISTORY



(1974 - 1983)

Foundation (1974)
Joint Venture with Digital Equipment Corp.
First full outsourcing services contract
Applications for pension funds

Applications for health insurance providers
Banking industry applications
First large systems integration project
Launching of our first ERP

**Foundation** 

International Expansion (1984 – 2005)

Colombia (2000)
Mobile telephony

Mobile telephony projects in Brazil, Argentina and Paraguay

Brazil (2002), Costa Rica (2003) and Mexico (2004) New Chilean identification system (Chilean Civil Registry) Peru (1984) and Argentina (1986)

Ecuador (1990) and Uruguay (1994)

Tariffa links a control protocol for Scotiana and São

Traffic lights control system in Santiago and São Paulo Solutions for pensions funds in Argentina and Peru

Banking projects in Indonesia, Thailand and Taiwan

(1974 – 1983)

Regional Consolidation

(2006 -2012)

IPO (2006)

Payment solution for Santiago's public transportation system (Transantiago)
Livestock traceability (Uruguay and Colombia)

Web -based solution for government procurement (Chile, Colombia, Argentina, Panama)

Acquisitions (2006-2009): Qualita in Mexico, Procwork in Brazil and Red Colombia in Colombia Acquisitions (2010): Softeam, Telsinc and Kaizen in Brazil, NextiraOne in Mexico and Ceitech in Argentina Corporate Cloud Computing Acquisition of Quintec in Chile (2011) Payment solution for Ciudad de Panama's public transportation system (Metrobus) New Headquarter and Datacenter in Brazil Acquisitions (2012): Pars and Elucid in Brazil (2013): Opening of new TIER III Certified - Mega Datacenter in Chile

Opening of the new 1,800 m2 Datacenter in Santiago, CL Santiago Datacenter obtains Datacenter Dynamics Award Datacenter Dynamic Award to our Datacenter in Brazil, "Innovation in the Medium-Data Center" Chosen as the best IT provider by Embraer, Brazil.

CISCO Cloud Builder of the Year Award (Latam).
Opening of the first Cloud Computing Research and
Development Center in Latin America, along with
Universidad Adolfo Ibáñez in Chile.

Founding member of the Anacleto Angelini innovation center, with the Universidad Católica de Chile.

Awarded the intelligent video-surveillance integration project in Montevideo, Uruguay.

Awarded the extension of the payment processing

Awarded the extension of the payment processing services contract of the Panama City's new subway

(2013)

## < 1.3 VALUE PROPOSITION





## > **SONDA,** THE PROJECTS YOU IMAGINE

<1

**Overview** 

< 2

Company Highlights

< 3

**Recent Acquisition** 

< 4

**Financial Review** 

< 5

**Appendix** 





## < 2. COMPANY HIGHLIGHTS















D

2

3

4

5

6

7

Leading Latin-American IT services company Presence in a growing and underpenetrated market

Diversified blue-chip customer base

Integrated one-stop shop business model

Opportunity to continue growing through organic growth and acquisitions

Solid track record of financial performance

Experienced management team backed by a strong board with solid corporate governance



## < 2.1 LEADING LATIN-AMERICAN IT SERVICES COMPANY

#### SONDA is the largest Latin American-owned IT services provider

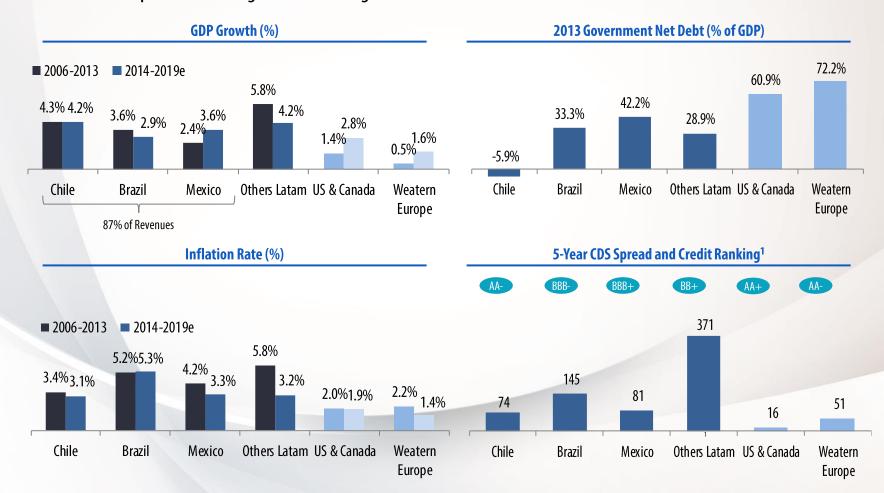


- → The one-stop shop for IT Services in Latin America
  - Integrated solutions servicing clients at all stages of the IT adoption lifecycle
- → Long-standing presence in the region, focusing on long-term relationships with corporate clients
- → Presence in 10 countries and over 1,000 cities under coverage
  - 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 ~20% 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



## < 2.2 PRESENCE IN A GROWING AND UNDERPENETRATED MARKET

SONDA Operates in a Region with Strong Growth and Low Risk









## < 2.3 DIVERSIFIED BLUE-CHIP CUSTOMER BASE

#### Basis for a Solid and Stable Revenue Stream

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

- Large and medium size companies
- Regional clients

#### → Long term relationship with clients

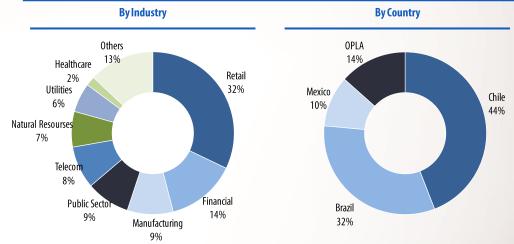
- Multiple contracts with clients that average 3 years
- Significant cross-selling
- ~2/3 of revenues derived from multi-year contracts and recurring revenue
- Most of solutions have countercyclical characteristics

#### → Client, industry and geographic diversification

- More than 5,000 clients throughout the region
- 10 largest clients: Less than 23% of revenue<sup>1</sup>
- No contracted service represents more than ~4.0% of revenue<sup>1</sup>
- No significant industry concentration
- Balanced geographical revenue mix, with exposure to all sizeable economies in LatAm

#### → Steady growth in new contracts signed

#### Revenue Breakdown (December 31, 2013)



#### Some of our Blue-Chip Clients

	201110 01 041 2140				
Retail	Financial	Telecom	Manufacturing		
falabella.  Cencosud  Walmart *	Bradesco Itaú  Grupo Santander  Banamex  HSBC	Clard  CITIM  ETIM  TELMEX	EMBRAER  Neste  natura		
Natural Resources	Public Sector	Healthcare	Others		
CODELCO PETROBRAS	метория	CLC CUNICA LAS CONOES	Aeropuertos y Servicios Auxiliares		
		i-med En linea con la salud	sodexo		
VALE SK NAME NAME OF THE PARTY	ISSSTE Issue of Proper Nacional Instituto del Aprendizaje	Fonasa Santa Fe de Bogotá			



## < 2.4 INTEGRATED ONE-STOP SHOP BUSINESS MODEL

#### Wide Range of Products and Services offered with a World Class Category

Strategic Consulting **IT Consulting** BPO / ASP IT Outsourcing Systems Integration **Business Solutions Product Engineering** Software Engineering **Application Maintenance Application Development** Less Focused More focused

- → 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



























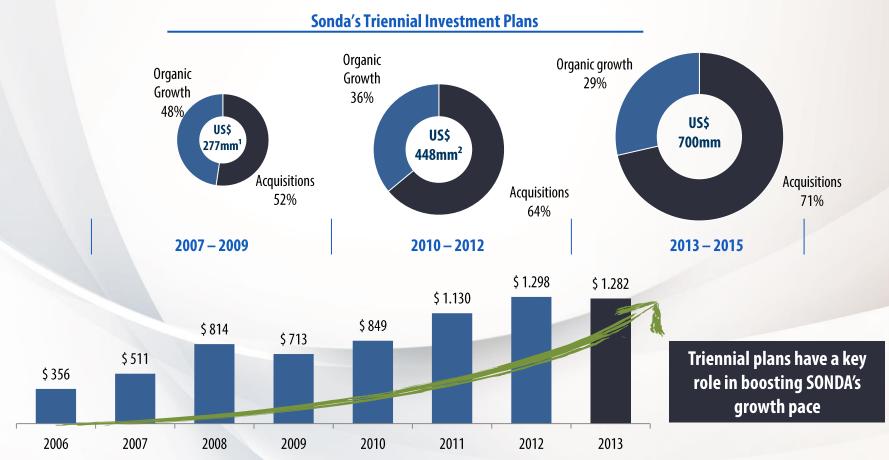




## < 2.5 OPPORTUNITY TO CONTINUE GROWING

Successful triennial investment plans executed in the past

#### Since 2007, SONDA has invested over US\$303 mm in Capex for organic growth and US\$594 mm in acquisitions



Note: Financial data translated to US\$ using the end of period exchange rate for 2013: 524.61 CLP/USD



<sup>&</sup>lt;sup>1</sup> Represents the amount of investment executed between 2007 and 2009.

<sup>&</sup>lt;sup>2</sup> Represents the amount of investment executed from 2010 to 2012.

<sup>&</sup>lt;sup>3</sup>Note: Figures for 2006-2009 are under local GAAP, while figures since 2010 are under IFRS.



## < 2.5 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 \$594 mm since the IPO in 2006

Year	Target	Country	Focus / Rationale	<b>EV/Sales</b>						
2007 PROCWORK	Brazil	Establishes solid footprint in Brazil	— 0.9 x							
	DIdZII	Becomes a relevant regional SAP integrator								
2008	2008 <b>Pred</b>	Colombia	Establishes solid footprint in Colombia	— 0.4 x						
2006		Colollibia	Boosts IT services							
	TELSING	Drazil	Strengthens position in Brazil	— 0.6 x						
	Collaboration Services	Brazil	Expands offerings of virtualization, communication and cloud computing services							
	<b>(</b> KAIZEN	Brazil	Expands offerings of virtualization, communication and cloud computing services	0.4 x						
2010	2010 nextiraOne	4	4	4	0	*		Movico	Strengthens position in Mexico	<b>—</b> n a
2010		MEXICO	Expands offerings of virtualization, communication and cloud computing services	n.a						
	SOFTEAM	Brazil	Enhances offerings of fiscal solutions	0.9 x						
	СЕПТЕСН	Argontina	Increases presence in Argentina in IT infrastructure support	- 0.4 v						
		Argentina	Enhances geographic coverage	0.4 x						
			Strengthens position in Chile and Colombia							
2011	2011 QUINTEC	Pan-regiona	Complements current offering	0.7 x						
			Boosts access to a growing regional retail industry							
2012	A.S.	Brazil	Strengthens solutions offering for engineering and design industry in LatAm	0.7 x						
2012	elucid	Brazil	Enhances regional offering of solutions for the utilities industry	1.1 x						
2014	-	Brazil	Expertise in the public sector							
2014	2014 CTIS	DIdZII	Strengthens position in Brazil	— 0.4 x						

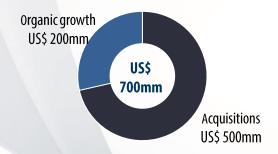


## < 2.5 OPPORTUNITY TO CONTINUE GROWING

#### 2013 -2015 Triennial Investment Plan of US\$ 700 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

#### 2013-2015 Capex Breakdown



#### 2013-2015 Organic Capex (in millions)



#### **Organic Growth**

- → Focus in medium and large size companies with a wide multi-brand offering approach
- → Implement new Integration and IT Outsourcing solutions
- → Boost services with high value-added
- → Target high growth IT spending industries in the region
- →Increase wallet-share with strategic clients with high IT spending

#### **Inorganic Growth**

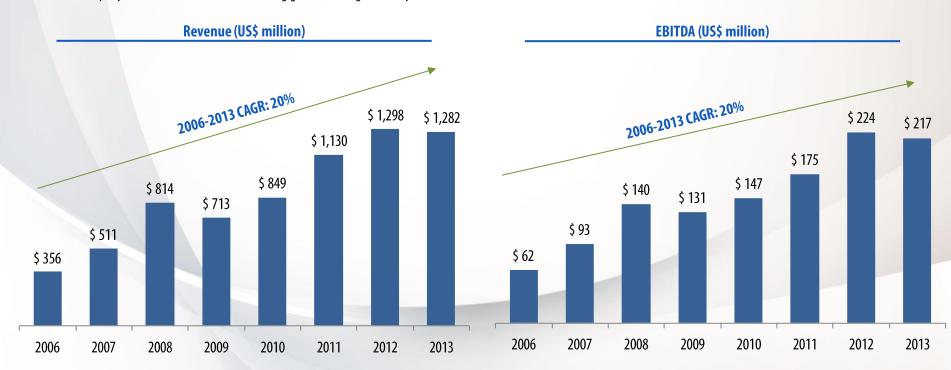
- → Focus in LatAm with emphasis in Brazil, Mexico and Colombia, and opportunistic approach in other regions
- Enhance the client base, strengthen offerings and accelerate business growth
- →Wide knowledge of the IT market and successful experience in acquiring and integrating IT companies



## < 2.6 SOLID TRACK RECORD OF FINANCIAL PERFORMANCE

#### Solid growth on the back of stable margins ...

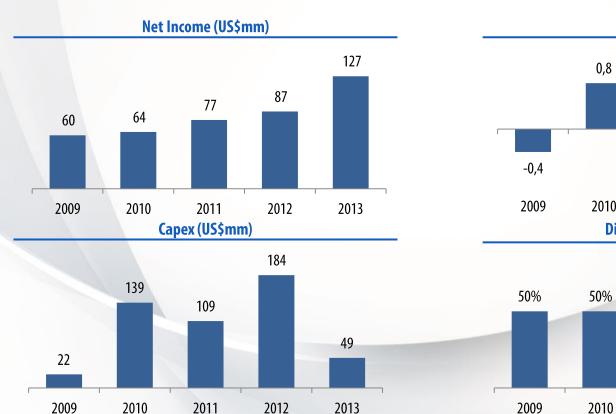
- → SONDA has been profitable every year since its foundation in 1974
- → The Company has been able to maintain strong growth throughout the years

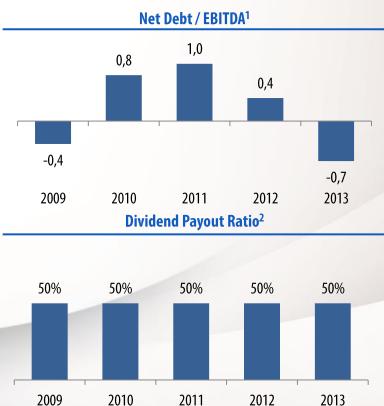




## < 2.6 SOLID TRACK RECORD OF FINANCIAL PERFORMANCE

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





Note: Financial data translated to US\$ using the end of period exchange rate for 2013: 524.61 CLP/USD

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

<sup>&</sup>lt;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.



## < 2.7 EXPERIENCED MANAGEMENT TEAM BACKED BY A STRONG BOARD WITH SOLID CORPORATE GOVERNANCE

#### **High Standards of Corporate Governance**

- → 4 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	Desition	Ye	ars at	- Education	
Name	Position	Sonda	Industry	- Education	
Raúl Vejar	CEO	32	32	Electronic Engineer	
Rafael Osorio	CFO	33	33	Industrial Engineer	
Carlos Testolini	CEO SONDA Brazil	7	33	Systems Analyst	
Guido Camacho	CEO SONDA Mexico	8	36	Electronic Engineer	
José Orlandini	IT Services Division Manager	29	32	Electrical Engineer	
Sergio Rademacher	Cloud & Datacenter Regional Manager	4	16	Industrial Engineer	
Alberto Merino	Commercial Development Manager	26	26	Electrical Engineer	
Rodrigo Peña	Planning and IR Officer	10	21	MBA, Civil Engineer	

Name	Selected Background
Mario Pavón	Chairman of the Board of Quintec
(Chairman)	Director of I-Med, other SONDA affiliates and non-profit org.
Pablo Navarro	Director of Banco Internacional and several companies in the fishing
(Vice President)	industry
Christian Samsing	Director of Banco Internacional
	Former CEO of Corpbanca
Jaime Pacheco	Held various executive positions at Oracle Chile from 1997 to 2009
Deservie Messerve	Director of TICs for Education in Fundación Chile and Chairwoman of
Rosario Navarro	"Docente al Día", a learning platform for teachers.
	Chairman Clinica Indisa, Scotiabank
J. Antonio Guzmán	Former Chairman of Cementos Polpaico
	Former Minister of Education
	Director of Conicyt
Mateo Budinich Diez	Former Director of Trade Chilean American Chamber (AMCHAM)
	Former CEO of IBM, and VTR
Hernán Marió Lores	Director Of VTRand mining related companies
	Former CEO and CFO of Entel
Francisco Gutierrez F.	Director of Forus, SM SAAM S.A. and Echeverría Izquierdo S.A.
- Trancisco dutienez F.	Former Director in several companies of different industries.
	1=

## > **SONDA,** THE PROJECTS YOU IMAGINE

<1

**Overview** 

< 2

**Company Highlights** 

< 3

Recent Acquisition

< 4

**Financial Review** 

< 5

Appendix





#### < 3.1 CTIS

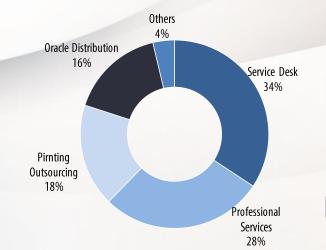
#### Relevant player in the Brazilian market

- → Recognized leadership in IT services in Brazil with 30 years of experience
- Avaldir da Silva Oliveira, founder and president of the company, owns 99% of the company
- Remarkable offering of IT Outsourcing, Services desk, Professional Services, and Oracle Distribution
- Operations in Brasilia, Sao Paulo, Rio de Janeiro, and the Northeast region
- → In 2013 CTIS posted revenues for R\$ 837 million
- Important client base with strong presence in the public, financial and energy sectors, with 80% of recurring revenue and long-term contracts
- Backlog of contracts for R\$ 2,769 million, R\$ 863 million expected for 2014
- → 11,700 employees hired under CLT
- → Audited by PwC

## Revenues (R\$ million)



#### Revenue Breakdown (December 31, 2013)

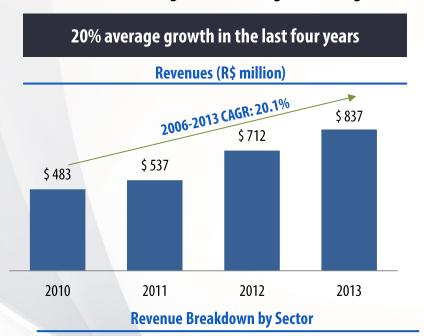


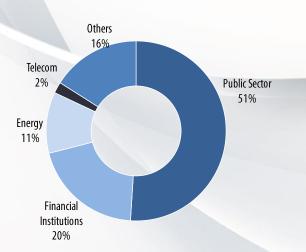


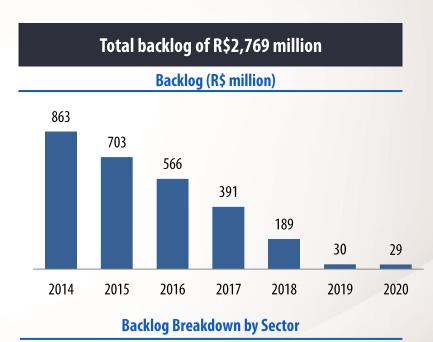


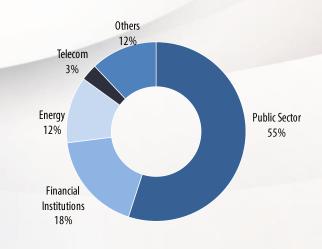
## < 3.2 CTIS

## Sustained growth and high recurring revenue base













## < 3.3 CTIS + SONDA

#### **Business Combination In Brazil**

- → SONDA has become the fourth largest IT company in Brazil and the first of Latin American origin.
- → SONDA and CTIS are highly complementary in Brazil generating synergies from:
  - Cross selling of products and services to customers from different industries
  - Expanded regional coverage, reaching all relevant regions
  - Enhancing service offerings in higher value-added business
- → IT Services business would represent 73% of total revenue.



- Strong position in public sector
- Greater presence in Brasilia and Northeast



- Serves private sector clients
- 30% of the Top 500 are SONDA's clients
- Greater presence in SP, RJ and MG



- → Diversification by Industry
- → National Coverage
- → Strong offering

**Revenue 2013** 

US\$ 358 million

5,500

**US\$ 415 million** 

**US\$ 773 million** 

**Employees** 

11,700

17,200



## < 3.4 CTIS + SONDA

#### **Business Combination in Latin America**

- → SONDA as the fourth largest IT services company in LatAm, right after IBM, HP / EDS and Accenture
- → Brazil's operation to be the most important in Latin America, expected to represent nearly 47% of total revenue



Revenues 2013 US\$358 million

**Employees** 

11,700

SONDA.
40 años

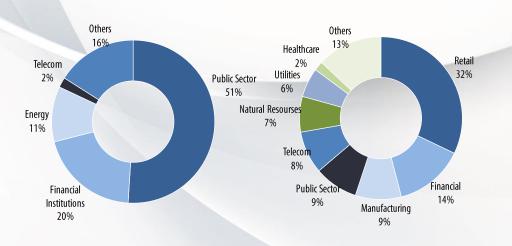
US\$ 1,282 million

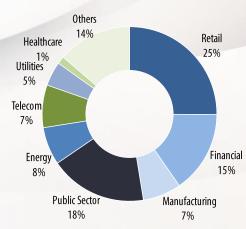
13,000



US\$ 1,642 million

24,700







## < 3.5 CTIS

#### Investment highlights

- Prestigious leadership and a solid business model based on long-term contracts, with a high rate of recurring revenue and world-class certifications.
- Portfolio of blue-chip customers, complementary offering, increasing business presence in states with high IT spending and growth potential (Brasilia and Northeast Region).
- → Management with long experience in the IT industry and over 10 years in CTIS.
- $\rightarrow$  Expertise in the public sector, the sector with the highest IT spending and high growth potential.
- → Anti corruption and antitrust compliance program.
- → Strengthens value added revenues representing more than 73 % of the total.
- → Ability to gain and manage large outsourcing and integration contracts.
- $\longrightarrow$  Brazil's operation become the largest in the region (47 % of consolidated revenues).
- → Ranked as the fourth largest IT company in Brazil and in Latin America after IBM , HP / EDS and very close to Accenture.
- → Attractive multiples.

## > **SONDA,** THE PROJECTS YOU IMAGINE

<1

**Overview** 

< 2

**Company Highlights** 

< 3

**Recent Acquisition** 

< 4

Financial Review

< 5

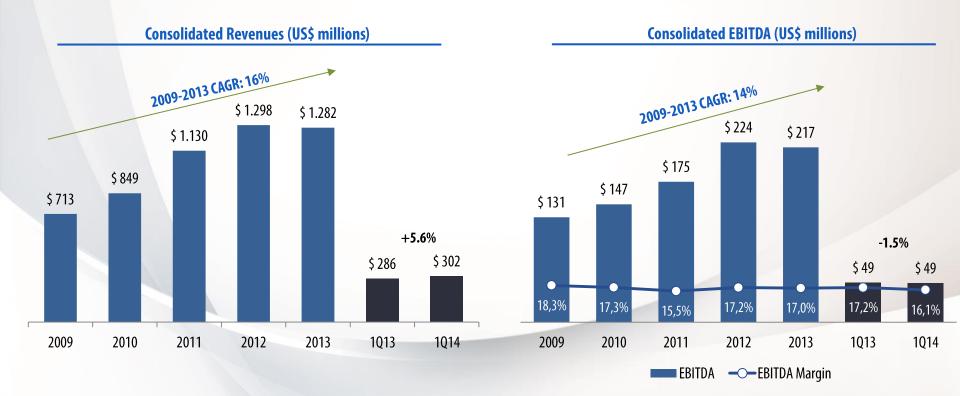
Appendix



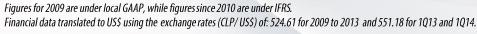


## < 4.1 REVENUE AND EBITDA

#### Consolidated revenue has grown 16% from 2009 to 2013, which has been accompanied by a growth of 14% in EBITDA



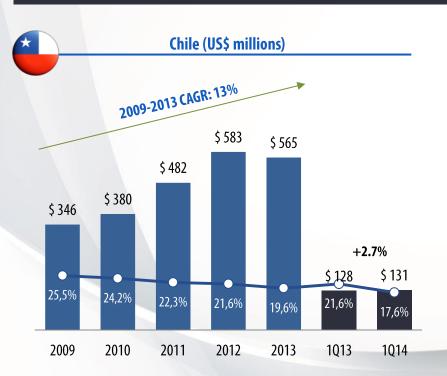






## < 4.2 REVENUE AND EBITDA

## Ex-Chile operations annual revenue growth rates over 18% with increasing EBITDA margins which drives consolidated growth and stabilization of margins...









## < 4.3 REVENUE AND EBITDA



**Brazil (US\$ millions)** 



Mexico (US\$ millions)



**OPLA (US\$ millions)** 









Figures for 2009 are under local GAAP, while figuressince 2010 are under IFRS.
Financial data translated to US\$ using the exchange rates (CLP/ US\$) of: 524.61 for 2009 to 2013 and 551.18 for 1Q13 and 1Q14.



## > **SONDA,** THE PROJECTS YOU IMAGINE

<1

**Overview** 

< 2

**Company Highlights** 

< 3

**Recent Acquisition** 

< 4

Financial Review

< 5

Appendix





## < 5.1 SUMMARY INCOME STATEMENT

		Fiscal Year Ende	LTM Ended March 30,	2010 – 1Q14 CAGR		
(US\$ millions)	2010	2011	2012	2013	2014	
Total Revenues	808.2	1,075.5	1,235.9	1,219.7	1,235.7	14.0%
Growth (%)		33.1%	14.9%	-1.3%	1.3%	
Gross Profit	188.4	225.2	265.9	257.8	253.6	9.6%
Margin (%)	23.3%	20.9%	21.5%	21.1%	20.5%	
EBITDA	139.7	166.3	212.9	206.9	206.2	12.7%
Margin (%)	17.3%	15.5%	17.2%	17.0%	16.7%	
Growth (%)		19.1%	28.0%	-2.8%	-0.4%	
EBIT	105.4	125.1	155.2	152.1	149.7	11.4%
Margin (%)	13.0%	11.6%	12.6%	12.5%	12.1%	
Net Income to Shareholders	60.9	73.7	82.7	120.5	118.8	22.9%
Margin (%)	7.5%	6.9%	6.7%	9.9%	9.6%	
Growth (%)		21.1%	12.2%	45.7%	-1.4%	
Reported EPS	0.08	0.10	0.10	0.14	0.14	18.3%



## < 5.2 SUMMARY BALANCE SHEET

		March 30,			
(US\$ millions)	2010	2011	2012	2013	2014
Cash and Equivalents	45.3	59.8	111.2	310.0	329.1
Short-term Investments	111.9	2.5	8.2	12.8	22.9
Current Accounts Receivable	222.9	322.7	314.5	263.6	259.8
PP&E	107.3	139.6	161.7	165.5	166.9
Goodwill	232.2	271.4	353.0	333.8	358.1
Other Assets	200.1	250.4	309.7	264.0	271.3
<b>Total Assets</b>	919.8	1,046.4	1,258.2	1,349.7	1,408.2
Current Accounts Payable	102.2	160.2	180.1	187.6	195.4
TotalDebt	157.8	224.8	191.4	170.8	171.0
Other Liabilities	124.8	100.2	163.7	128.9	125.2
<b>Total Liabilities</b>	384.8	485.2	535.2	487.2	491.6
Minority Interest	6.5	7.5	8.6	9.7	11.0
Common Equity	528.6	553.7	714.4	852.8	905.5
Total Liabilities and Equity	919.8	1,046.4	1,258.2	1,349.7	1,408.2



## < 5.3 SUMMARY CASH FLOW STATEMENT

	Fis	March 30,			
(US\$ millions)	2010	2011	2012	2013	2014
Net Cash Flows from (Used in) Operating Activities	106.40	60.68	162.66	170.04	43.51
Capex	-118.08	-102.96	-175.2	-46.86	-21.53
Other  Not Cash Flows from (Used in) Investing Activities	-85.66 - <b>203.75</b>	72.39 <b>-30.57</b>	1.4 - <b>173.79</b>	65.3 <b>18.44</b>	7.3 <b>-14.19</b>
Net Cash Flows from (Used in) Investing Activities	-203./3	-30.37	-1/3./9	10.44	-14.19
Dividends Paid	-34.76	-37.33	-38.6	-48.84	0
Interest Paid	-4.94	-5.48	-8.8	-3.18	-0.42
Other	-17.53	27.58	123.0	59.87	-4.05
Net Cash Flows from (Used in) Financing Activities	-57.23	-15.22	75.72	7.85	-4.47
Effect of Exchange Rate Changes on Cash and Cash Equivalent	-2.6	-0.46	-13.1	2.43	4.25
Net Increase (Decrease) in Cash and Cash Equivalents	-157.17	14.43	51.48	198.76	29.1





# SONDA. 40 años

Phone (56-2) 2 657 50 00

Teatinos 500,

Santiago, CHILE

www.SONDA.com