KPIs

8.11bn Total profit

976.92K Avg profit

30.50M Avg revenue

29.63M Avg cost

27.90% Average of Margin

Client

Country

Business line

Date

| 1/1/2010 | 9/30/2014 |

Client

All

Choose country

Choose Business line

All

Choose ad channel

| Canal Azul | Canal Rojo | Canal Verde | Sin Canal |

Total profit and avg margin per client
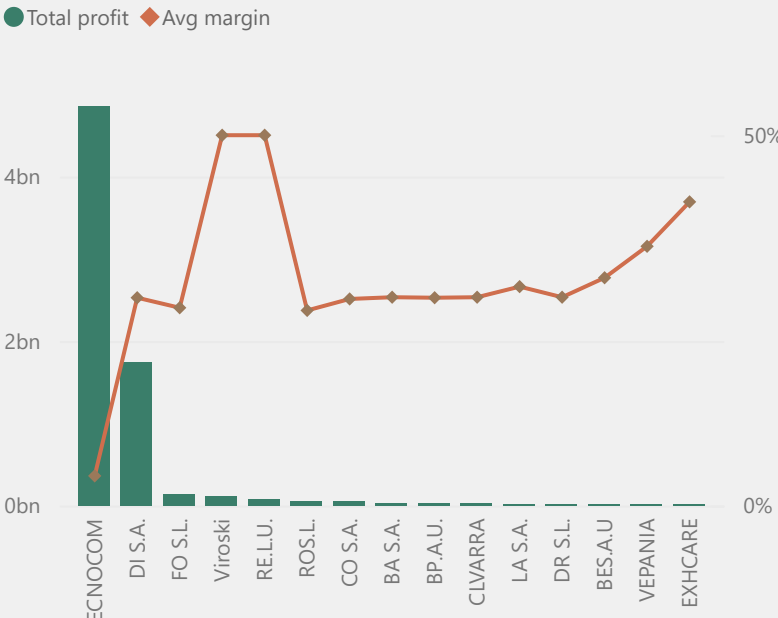
● Total profit ◆ Avg margin

Profit variation per month

● Increase ● Decrease ● Total
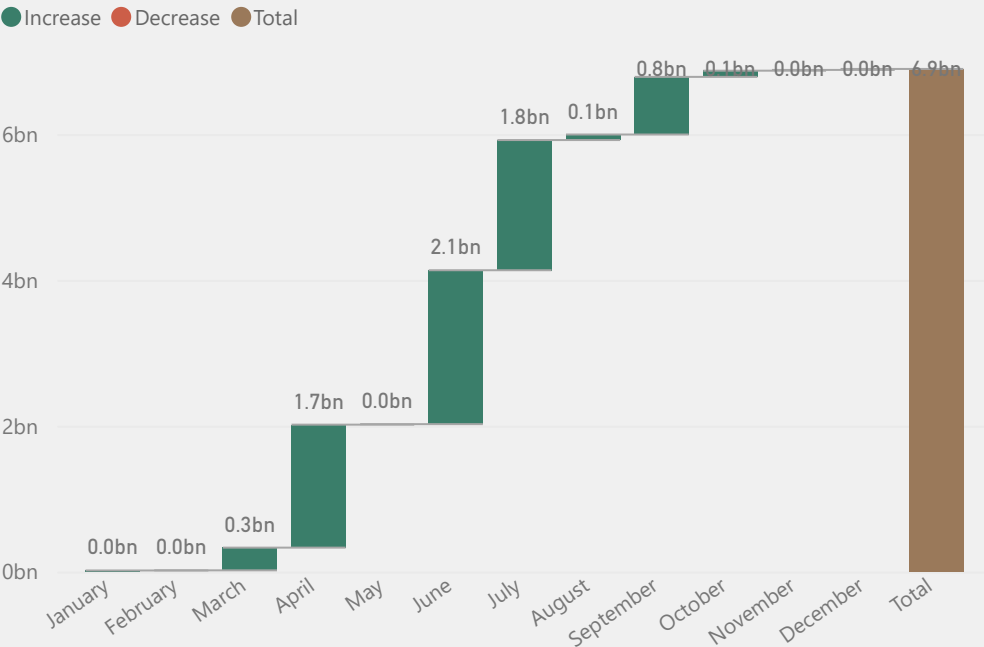
Top 3 clients

Client	Total profit	Profit bars	Profit evolution
ECNOCOM	4,863,776,715.28		
DI S.A.	1,740,762,099.74		
FO S.L.	133,851,475.68		

Top 3 clients

Client	Total profit	Profit bars	Profit evolution
GU CHAS	0.15		
TR S.L.	0.11		
U.MOBEL	0.04		

46K Total Points of sale

146K Total Connected points

KPIs

8.11bn	976.92K	30.50M	29.63M	27.90%
Total profit	Avg profit	Avg revenue	Avg cost	Average of Margin

Client

Country

Business line
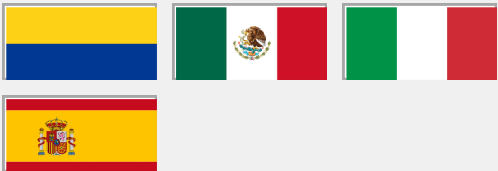
Date
1/1/2010 — 9/30/2014

Client
All

Choose country

Choose Business line
All

Choose ad channel
Canal Azul | Canal Rojo | Canal Verde | Sin Canal
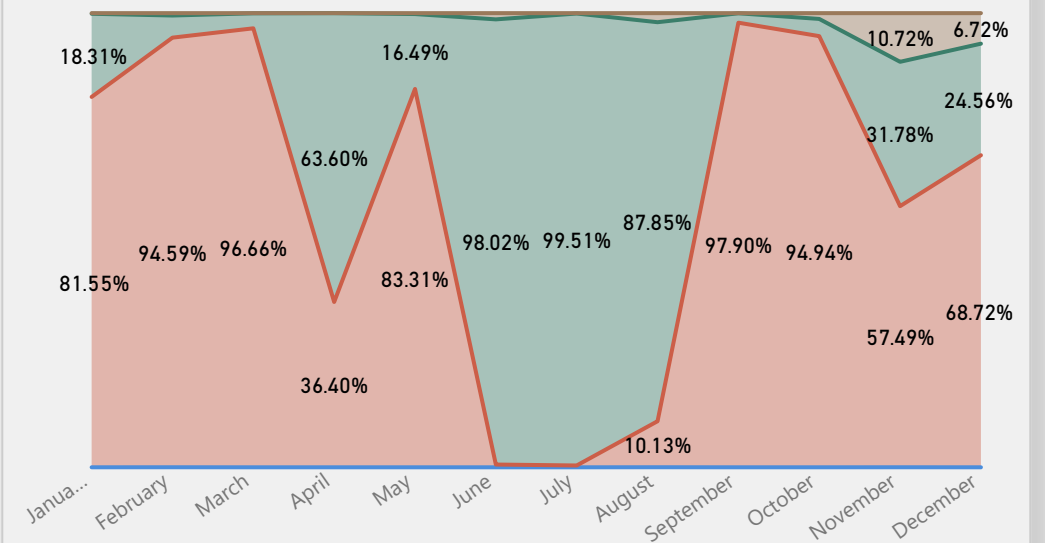
Profit distribution by country

Country ● CO ● ES ● IT ● MX

MX 0.57%
CO 0%
ES 28.21%
IT 71.22%
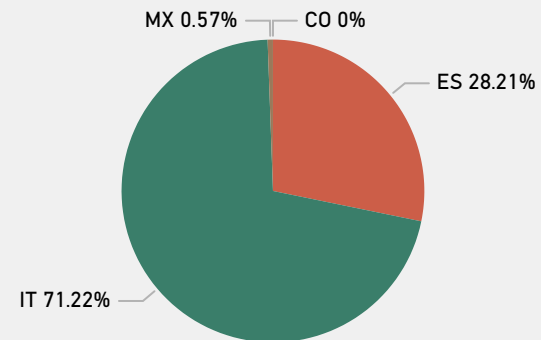
Avg cost/revnue/profit per country

● Avg cost ● Avg Revenue ● Avg Profit

IT: 366870.63K
ES: 3778.34K, 441.88K
MX: 235.43K, 36.96K
CO: 0.12K, 0.02K

Profit variation per month

Country ● CO ● ES ● IT ● MX

18.31%
81.55%
94.59% 96.66%
63.60%
36.40%
16.49%
83.31%
98.02% 99.51%
87.85%
10.13%
97.90% 94.94%
57.49%
31.78%
10.72%
24.56%
6.72%
68.72%

January... February March April May June July August September October November December

Connected points and POS per country

● Connected points ● Points of sale
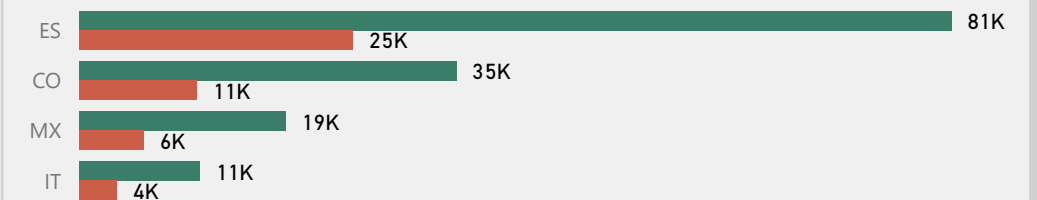
ES: 81K / 25K
CO: 35K / 11K
MX: 19K / 6K
IT: 11K / 4K

KPIs

8.11bn	976.92K	30.50M	29.63M	27.90%
Total profit	Avg profit	Avg revenue	Avg cost	Average of Margin

Client

Country

Business line

Date

1/1/2010 — 9/30/2014

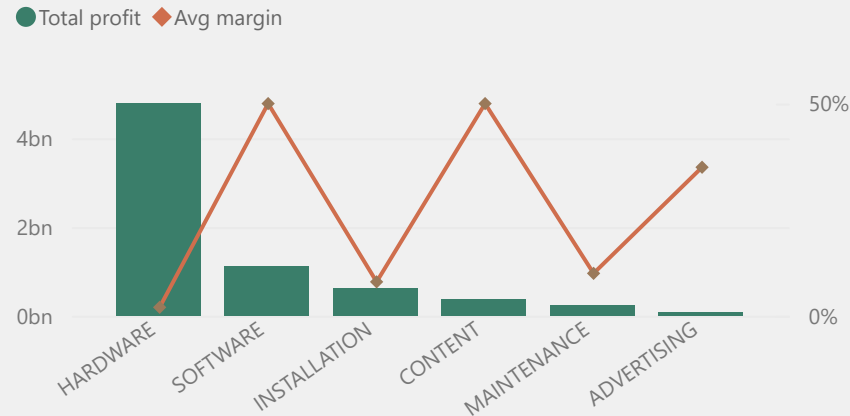**Client**

All

Choose country

Choose Business line

All

Choose ad channel

Select all | Canal Azul | Canal Rojo | Canal Verde
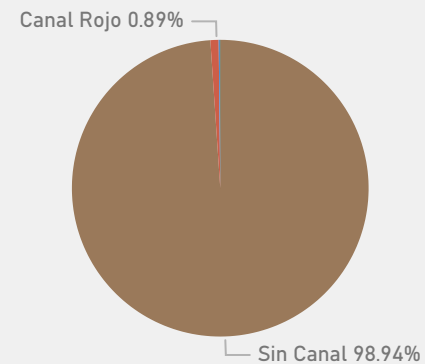
Total profit and avg margin per business line

● Total profit ◆ Avg margin

HARDWARE, SOFTWARE, INSTALLATION, CONTENT, MAINTENANCE, ADVERTISING

Profit distribution by business line

● ADVERTISING ● CONTENT ● HARDWARE ● INSTALLATION ● MAINTENANCE ● SOFTWARE

SOFTWARE 15.48%
ADVERTISING 1.06%
MAINTENANCE 3.3%
INSTALLATION 8.47%
HARDWARE 66.6%
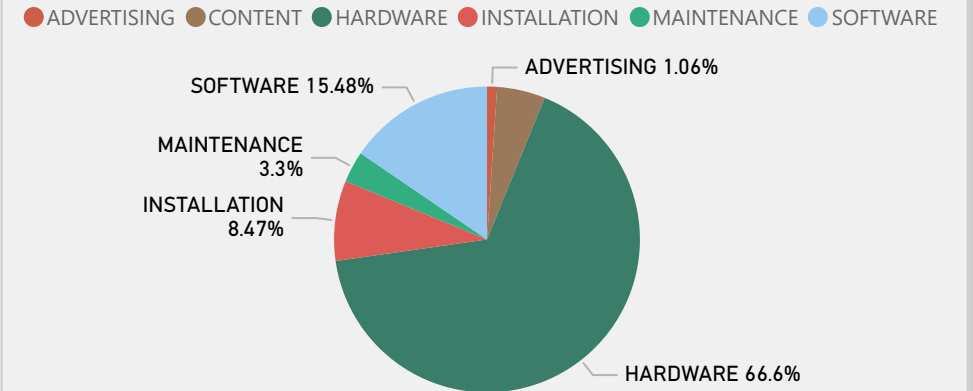
% profit per b.line out of total

100.00%

0.00% — 100.00%

Profit distribution by channel

Canal Rojo 0.89%
Sin Canal 98.94%

Avg margin per date and channel type

● Canal Azul ● Canal Rojo ● Canal Verde ● Sin Canal

0.35
0.30
0.25
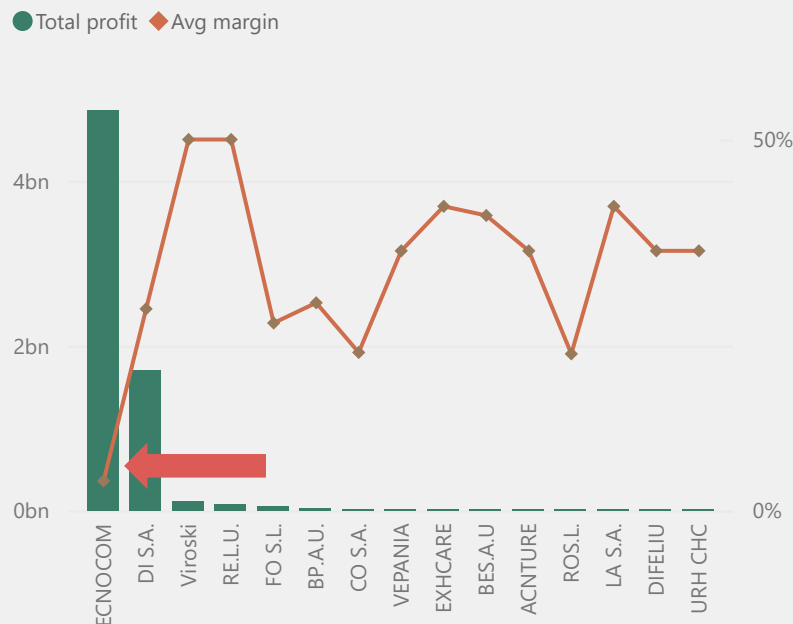
2010 2011 2012 2013 2014
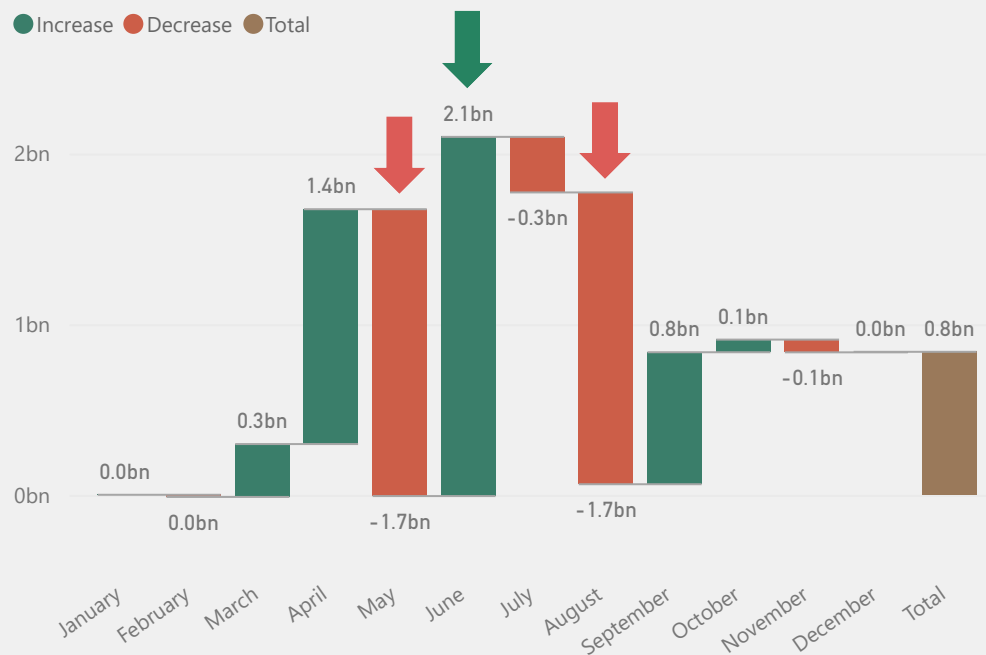
Year
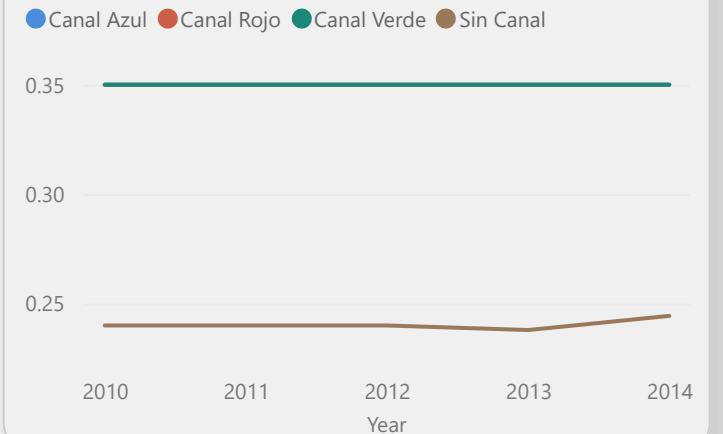
Recommendations – Clients

CLIENTS

- **Low diversification** in clients > high % of income coming from the same client (lowest margin)
- Income months are very **volatile/extreme** --> due to heavy reliance on ECNOCOM
- Focus on smaller clients that **ALSO** have good margins

Total profit and avg margin per client

● Total profit ◆ Avg margin
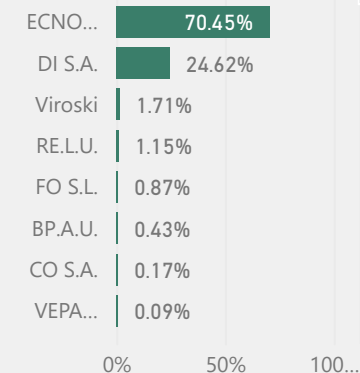

Profit variation per month

● Increase ● Decrease ● Total

Date

9/1/2013   9/30/2014

% Profit distribution

ECNO...	70.45%
DI S.A.	24.62%
Viroski	1.71%
RE.L.U.	1.15%
FO S.L.	0.87%
BP.A.U.	0.43%
CO S.A.	0.17%
VEPA...	0.09%

0%   50%   100...
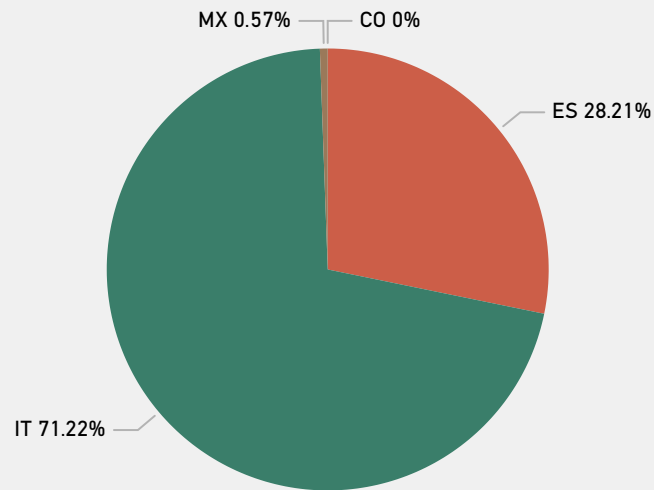
Recommendations – Country

COUNTRY

- Heavily reliant on Italian market (some clients below 10% margin)
- Low market share in Colombia (avg 25+% margin)
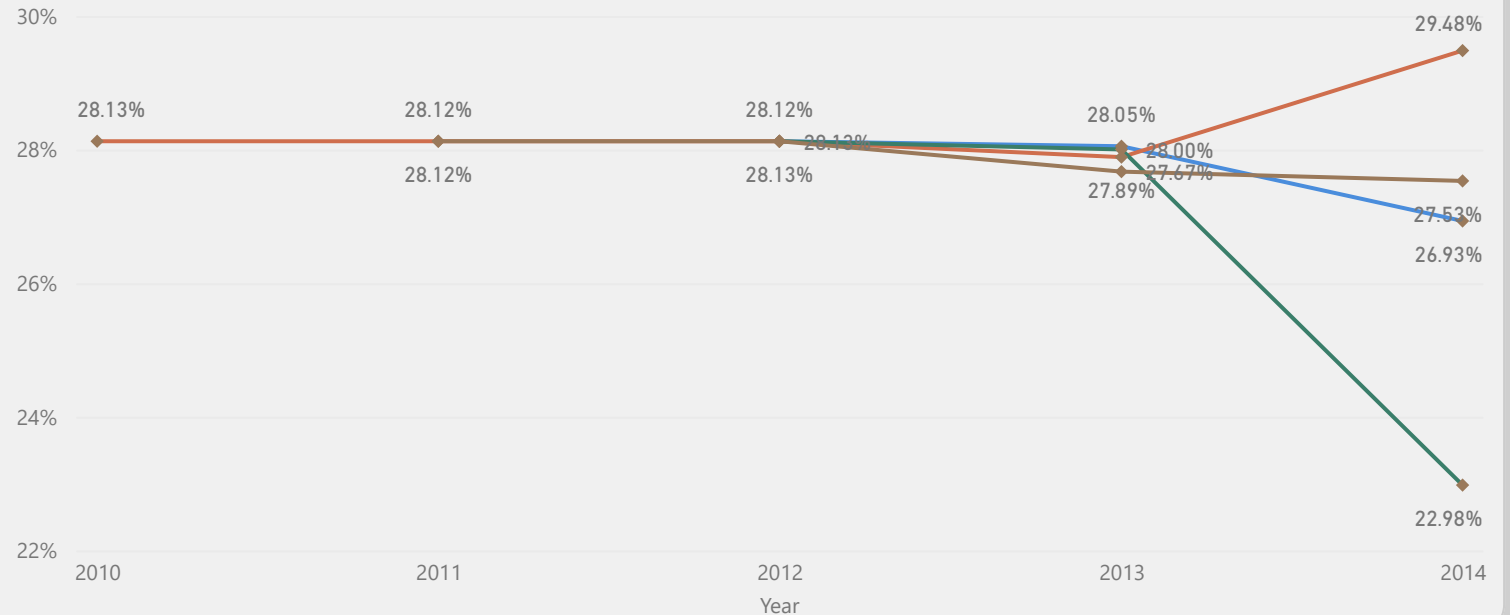- Focus on opportunities and applying strategies in Colombia: Marketing and sales campaigns

Profit distribution by country

Country ● CO ● ES ● IT ● MX

MX 0.57%   CO 0%

ES 28.21%

IT 71.22%

Evolution of margin per country

◆ CO ◆ ES ◆ IT ◆ MX

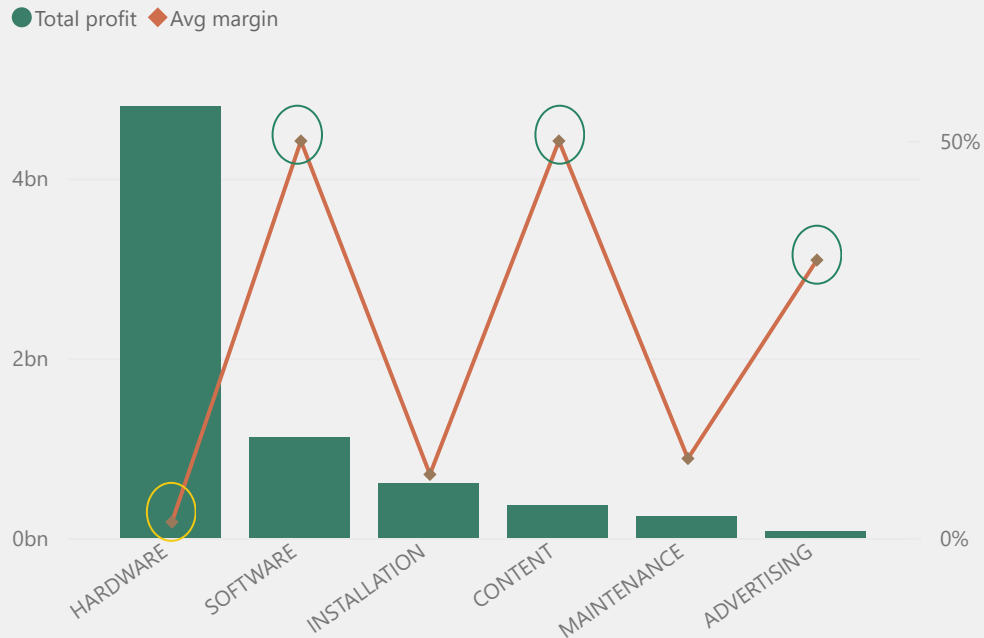| Year	2010	2011	2012	2013	2014
	28.13%	28.12%	28.12%	28.05%	29.48%
		28.12%	28.13%	28.00%	27.67%
				27.89%	27.53%
					26.93%
					22.98%

Recommendations - Business Line

BUS.LINE

- Consistent heavy reliant problem › hardware business being 68% of the entire company
- Some profitable (high-margin) lines might not be getting all the attention
- Focus on opportunities around **software, content and advertising** (areas to improve). In contrast, we could also think about improving **hardware's margin**.

Total profit and avg margin per business line

Profit distribution by business line