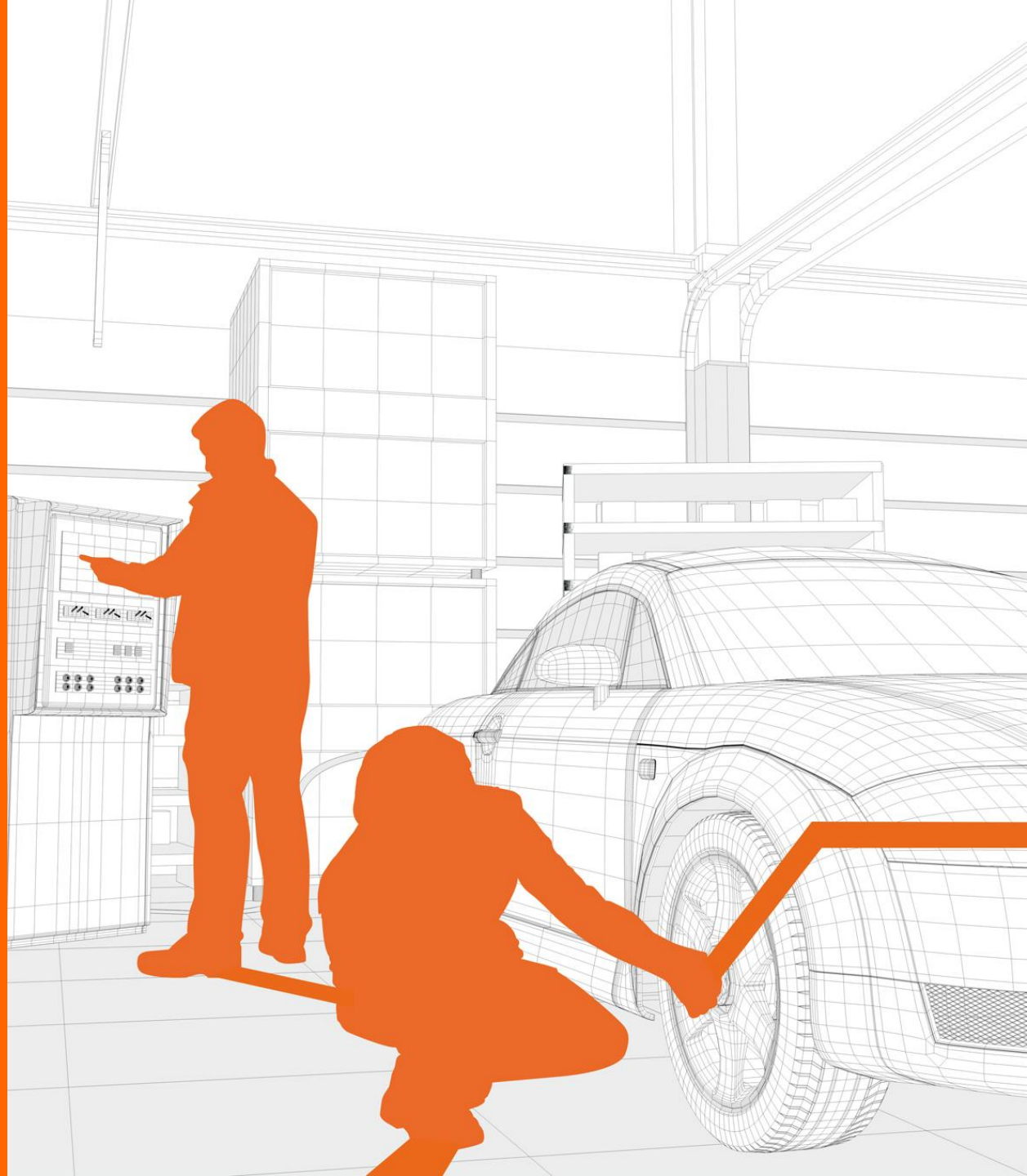


Introduction to Applus+ for Investors

Aston Swift, IR
June 2023



A Leading Global Provider of Testing, Inspection and Certification Services

- ⊕ A world leading Testing, Inspection & Certification company
- ⊕ Solutions for customers in all industries to ensure that their assets and products meet quality, health & safety and environmental standards and regulations

 **26,000+**
people in 2022

 **70**
countries across
all continents

 **accredited**
by major international
organisations

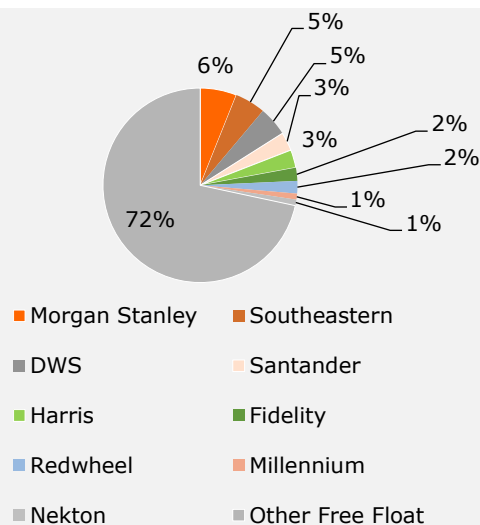
Investment case

- ⊕ Quality, Safety & Environmental drivers:
 - ⊕ Increasing regulations
 - ⊕ Risk reduction and sustainability
 - ⊕ Brand protection
 - ⊕ Increased product variety and complexity
 - ⊕ Ageing assets
 - ⊕ Outsourcing of in-house testing
- ⊕ Environmental drivers: Energy Transition, Electric vehicles, energy efficiency and lighter materials
- ⊕ High ESG scoring
- ⊕ Leading market positions in key markets with high recurrent revenue streams
- ⊕ High entry barriers: accreditations, reputation, relationships, network, innovation
- ⊕ Fragmented industry / good acquisition synergies
- ⊕ 3-Year Strategic Plan to unlock shareholder value

Financial Performance in 2022

- ⊕ Revenue of €2,050 million
Up 15% on 2021
- ⊕ Adj. Op. Profit of €202m
Up 15% from 2021
- ⊕ Margin 9.9%
- ⊕ EPS €0.81 up 24% on 2021
- ⊕ Net debt/EBITDA at 2.6x

Shareholders



Portfolio evolution towards higher growth end markets and to mitigate business risks

Accelerate growth in structurally attractive segments aligning to global megatrends



Active Portfolio Management

Higher Revenue growth

Revenue growth CAGR above 10%*

Significant margin improvement

AOP margin to improve to 12%**

Strong cash flow generation

Average cash conversion rate above 70%



Superior shareholders returns






ROCE 2024: >12%

Dividend distribution >20% Adjusted Net Profit (minimum 15 cts per share)

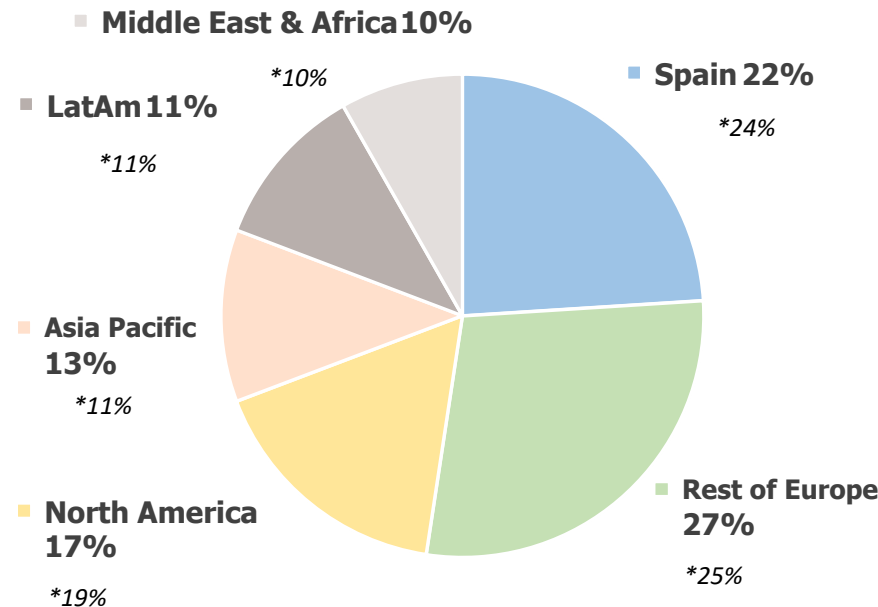
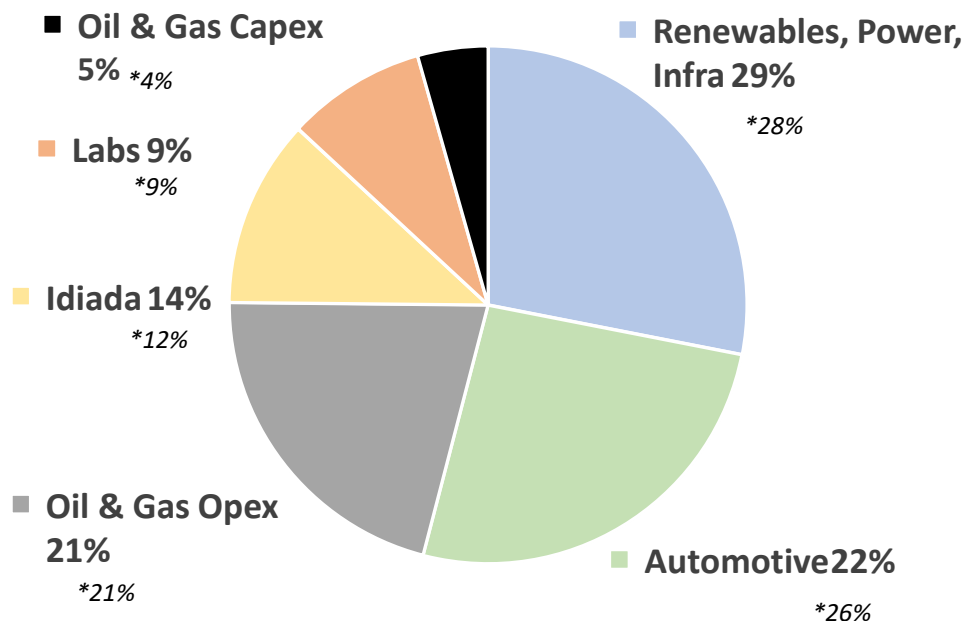
Target 5% share buyback in 2022

(*) Continuing operations / (**) Excluding IDIADA Accelerated Depreciation (AD)

History of the Group

Period	1996 - 2003	2004 - 2007	2008 - 2013	2014 - 2019	2020 - Present
Ownership	 Grupo Agbar	 Grupo Agbar 53%  UNION FENOSA 25%  CAJA MADRID 22%	 THE CARLYLE GROUP 70% Financial Institutions and other shareholders 30%	100% Free Float ABO of 10% in Sep 2017 at €10.55	2022: First 5% Share buyback 2023: Second 5% Share buyback
Milestones	<p>Automotive established in 1996</p> <p>IDIADA contract awarded in 1999 (est 1971)</p> <p>Labs contract awarded 2003 (est 1907)</p>	<p>Acquisition of RTD (est 1937)</p> <p>Acquisition of Norcontrol (est 1981)</p>	<p>Acquisition of VELOSI (est 1982)</p> <p>20 more companies acquired</p>	<p>IPO May 2014 at €14.5 per share (Market cap €1.9bn)</p> <p>Energy & Industry division formed</p> <p>Acqn of Inversiones Finisterre plus 15 companies for total revenue of €150m</p>	<p>20 more acquisitions adding > €250m sales</p> <p>Strategy Update with value creation plan over three years</p> <p>Disposals of low growth and margin businesses with €150m revenue</p> <p>ESG Targets and strong ESG ratings</p>





- Rebalanced portfolio with higher quality business mix, enhancing the Group's growth and margin profile
- Portfolio evolution to accelerate in 2023 and 2024

* FY 2021

In 2022 55% Revenue and 35% of Adj Op Profit

- Non-destructive testing, industrial and environmental inspection, quality assurance/control, engineering/consultancy, vendor surveillance, technical assistance, certification and asset integrity services
- Global network of operations and facilities

c. **16,000** employees

60 countries

55%
of Revenue
€1,121m

35%
Adj. Op. Profit
€81m
Margin 7.2%

- Oil & Gas Opex infrastructure (37% division revenue)
- Oil & Gas Capex infrastructure (10% division revenue)
- Power Generation and Distribution (15% division revenue)
- Renewables (7% division revenue)
- Infrastructure and Construction
- Mining, Telecoms, Chemical, Manufacturing

Growth Drivers and Performance

- Energy Transition: Oil & Gas to Renewables, Hydrogen, Nuclear
- Capex and Opex in Construction and other infrastructure
- Long term O&G Opex growth
- Cyclical upturn in O&G Capex
- Advance technology and exclusive proprietary solutions
- Geographical Footprint

2022: Revenue up 19% and AOP up 37%. Margin 7.2%

2021: Revenue up 4% and AOP up 44%. Margin 6.3%

Acquisitions and Disposals in last 3 years

2023: Disposed of O&G USA with €150m revenue

2023: Riportico in Portugal. Infra inspection, €8m revenue

2022: K2 in Colombia. Environmental consult, €13m revenue

2021: Enertis in Spain. Renewables, €20 million revenue

2021: SAFCO in KSA. Construction, €29 million revenue

Sustainability Services (25% of division revenue)

Renewables (On/Offshore; Wind/Solar), Soil, Water, Energy Efficiency, Environmental Inspection, Waste Mngt, H&S



In 2022 22% Revenue and 41% of Adj Op Profit

- Statutory vehicle inspection services for Safety and/or Emissions
- 13 million inspections in > 20 programmes in 14 countries
- 68% Regulated and 32% Liberalised

c. **5,000** employees

14 countries

22%
of Revenue
€461m

41%
Adj. Op. Profit
€94m
Margin 20.4%

- Spain (Catalonia, Galicia, Basque Region, Aragon, Castilla la Mancha, Canary Islands, Madrid)

- Ireland
- Denmark
- Sweden
- Andorra
- Saudi Arabia

- Mexico
- Uruguay
- Argentina (3 contracts)
- Chile (3 contracts)
- Ecuador (4 contracts)

Growth Drivers and Performance

- Regulations (emissions, safety)
- Increasing car inspection frequency (volume, age, compliance rates)
- Emerging markets implementing legislation
- Outsourcing

- 2022: Revenue up 1% and AOP down 6%. Margin 20.4%
- 2021: Revenue up 28% and AOP up 21%. Margin 21.9%

- Inorganic in last 3 years
 - 2023: Sold USA regulated market, €37m revenue
 - 2022: Sold Finland. Liberalised market, €14m revenue
 - 2022: Acquired IDV Madrid. Liberalised market, €6m rev
 - 2020: Acquired in Sweden. Liberalised market, €62m rev
 - 2020: Acquired ITV Canarias. Liberalised market, €4m rev
- ESG Services (98% of division revenue)
 - Auto emissions inspection to reduce air pollution

In 2022 14% Revenue and 13% of Adj Op Profit

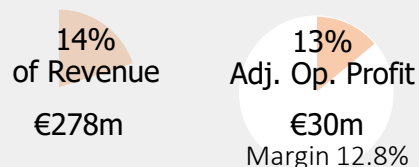
- Testing, engineering, homologation and R&D services provider to the leading vehicle manufacturers (OEMs)
- Specialised facilities, people and proving ground with knowledge of global technical requirements
- IDIADA A.T. (80% owned by Applus+ and 20% by the Government of Catalonia) has been operating under an exclusive contract since 1999. The contract to operate the business and use the assets runs until September 2024 for which there will be a tender for a new 20 or 25 year concession.

Growth Drivers and Performance

- Quality & Safety (Regulations and own brand requirements)
- Increasing car models (Electric and Autonomous Vehicles)
- Technology (eg Advanced Driver Assistance Systems)
- Emerging Markets
- Outsourcing

c. **3,000** employees

22 countries



- 2022: Revenue up 24% and AOP up 54%. Margin 10.8%
- 2021: Revenue up 11% and AOP up 69%. Margin 8.7%

- | | |
|---|---|
| <ul style="list-style-type: none"> Passive Safety Chassis & Power Train Proving Ground Homologation (Type Approval) | <ul style="list-style-type: none"> Spain UK, Germany, Czechia France, Italy, Belgium China, India, Korea USA, Brazil |
|---|---|

- Acquisitions in last 5 years
 - 2018: Karco in USA. Crash testing, €4 million revenue
- ESG Services (81% of division revenue)
 - Electric and Hybrid vehicles testing and homologation, Tyre labelling, Emissions inspection (WLTP), Car safety tests



In 2022 9% Revenue and 11% of Adj Op Profit

- Multi-technology state-of-the-art testing laboratories for product development serving the Aerospace, Auto, Construction, Energy, IT & Cybersecurity industries
- Testing, evaluation and certification services
- Main facilities in Europe, USA and China

c. **2,000** employees

13 countries

9%
of Revenue
€190m

11%
Adj. Op. Profit
€27m
Margin 14.0%

- | | |
|--|---|
| <ul style="list-style-type: none"> Industry (incl Aerospace, Auto) Construction (Fire and structural materials testing) Electrical & Electronic Cybersecurity Metrology System certification | <ul style="list-style-type: none"> Spain Rest of Europe North America China Asia Pacific |
|--|---|

- ESG Services (47% division revenue): Electric/Hybrid vehicles electrical components and battery testing, lighter materials for aerospace, energy efficient building products, fire testing, medical devices, cybersecurity, metrology

Growth Drivers and Performance

- Quality, Safety and Security
- Regulations
- Technology development and increasing product complexity

- 2022: Revenue up 24% and AOP up 4%. Margin 14.0%
- 2021: Revenue up 65% and AOP up 16%. Margin 16.7%

- Acquisitions in last 3 years
 - 2023: Rescoll in France, Materials, €21 million revenue
 - 2023: CFI in China. Auto parts, €7 million revenue
 - 2023: CLM in Spain. Metrology, €2 million revenue
 - 2022: Lightship in Canada and JTSEC in Spain. Cybersecurity, c. €10 million revenue combined
 - 2022: Alpe in Spain. Metrology, €2 million revenue
 - 2021: Mipelsa in Spain. Metrology, €2 million revenue
 - 2021: IMA in Dresden. Materials testing, €25 million revenue

	Vision	2024 Targets
Environment	Help the environment by improving both ours and our client's industries and mitigate the negative impact of climate change on our business	<ul style="list-style-type: none"> ▪ 30% reduction of Scope 1 & 2 emissions vs 2019 ▪ Be scope 1 and 2 carbon neutral by 2023 ▪ Plan for net zero by 2050 under SBTi
Social	To attract diverse, talented and committed people enabling them to reach full potential in a safe and contented workplace	<ul style="list-style-type: none"> ▪ ≥ 40% appointments to top management and Group corporate services to be filled by women ▪ 10% reduction in Lost Time Injury Frequency
Governance	To uphold our principles of good governance and to operate ethically, responsibly and with highest integrity which our stakeholders expect and deserve	<ul style="list-style-type: none"> ▪ ≥ 90% Compliance with applicable CNMV (Spanish regulator) recommendations ▪ ≥ 98% professionals complete the training and sign up to the Code of Ethics

**ESG Targets included 2022 to 2024 within the Management Long Term Incentive Plan (LTIP) at 10%
Plus
Annual progress Bonus Targets from 2022 at 15%**

- Ongoing annual improvements including **good progress on all ESG targets**
- **Applus+ was rated as “Sustainable” by Standard Ethics** - “very strong” rating who subsequently placed us first in their list of Spanish mid-cap companies
- **Applus+ joined Klima energy transition fund** - network opening partnership opportunities with innovative companies with technologies to support the energy transition and decarbonization
- **The SBTi validated Applus+ 2030 science-based emissions reduction targets** – commitment to be net zero by 2050

At the forefront of ESG best practices and supported by ratings agencies

S&P Global

54/100
Top 19%

 **SUSTAINALYTICS**

13.3
Low Risk



70/100
Above average



B Rating
Above average



EE+
Very Strong



AA
Leader



FTSE4Good
Included

2023 Reporting Timetable

Q1 Results	9 May 2023
Q2/H1 Results	25 July 2023
Q3 Results	30 October 2023
Q4/FY Results	27 February 2024

Ticker: APPS-MC

Aston Swift, Vice President Investor Relations

Barcelona

+34 935 533 111 Landline

+34 667 186 694 Mobile

aston.swift@applus.com

investors@applus.com

www.applus.com
