This document may contain statements that constitute forward looking statements about Applus Services, SA ("Applus+" or "the Company"). These statements are based on financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations, which refer to estimates regarding, among others, future growth in the different business lines and the global business, market share, financial results and other aspects of the activity and situation relating to the Company.

Such forward looking statements, by its nature, are not guarantees of future performance and involve risks and uncertainties, and other important factors that could cause actual developments or results to differ from those expressed or implied in these forward looking statements. These risks and uncertainties include those discussed or identified in fuller disclosure documents filed by Applus+ with the relevant Securities Markets Regulators, and in particular, with the Spanish Market Regulator, the Comisión Nacional del Mercado de Valores.

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Nothing in this presentation should be construed as a profit forecast.
Our Strategy

1. Leadership
2. Innovation & Technology
3. Trusted Partner
4. Margin Improvement
5. Growth
6. Inorganic
Leadership

A world leader in Testing, Inspection, Certification

- A global leader in chosen markets
  - Inspection and NDT mission-critical services for Oil & Gas and Power end markets
  - Statutory vehicle inspection in Europe and Americas
  - Independent proving ground and passive safety testing facilities for vehicle manufacturers
- With leadership in technology based on proprietary applications

# 2 in Industrial Inspection (# 1 in Oil & Gas)

<table>
<thead>
<tr>
<th>Revenues</th>
<th># number of inspections</th>
</tr>
</thead>
<tbody>
<tr>
<td>€1.0bn</td>
<td>20 million</td>
</tr>
</tbody>
</table>

Other Companies in the chart are: BV, DNV GL, Intertek, Mistras, SGS, Team, TUV Sud
Source: Companies annual reports and Applus+ estimates

# 2 in Statutory Vehicle Inspection

Other Companies in the chart are: Dekra, Opus, SGS, TUV Nord, TUV Rheinland, TUV Sud
Number of inspections directly performed by the companies

Most advanced independent testing facilities for OEM’s
Innovation & Technology

Continued Investment in Proprietary Technology and Know-How

- New technical solutions across industry sectors to enhance operational efficiency and to reduce risk for our clients and the public
- Build best practice by working with companies, government legislators and industry associations to help develop better, industry-wide operations and standards

R&D 2017

- 199 Innovation projects
- 264,241 Hours worked on innovation projects
- 761 Employees working part-time on innovation
- 85 Agreement with external bodies
- 71 Accumulated Patents
  - 13 Granted and 7 New filed Patents in 2017
**Trusted Partner**

**Long Term Relationships with Blue Chip Clients**

- Provider of Essential and Regulatory-Driven Mission Critical Services

---

**Long Term relationship (*)**

<table>
<thead>
<tr>
<th>Less than 5 years</th>
<th>From 5 to 10 years</th>
<th>Over 10 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>15%</td>
<td>14%</td>
<td>71%</td>
</tr>
</tbody>
</table>

(*) Auto división not included

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**Long Term Master Services Agreements with Key Clients**

- 73% of Top 25 Clients with MSA (2017)

---

**Long Term and Stable Statutory Vehicle Inspection contracts**

- Portfolio of 30 contracts:
  - 15 new contracts won (1)
  - 10 renewed/extended (1)
  - One contract lost (1)

(1) From 2008 to 2017
### Historical Financials 2014 - 2017

#### Historical Financials

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2017</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenue (€ Million)</strong></td>
<td>1,619</td>
<td>1,583</td>
<td>-0.7%</td>
</tr>
<tr>
<td><strong>Oil &amp; Gas (*)</strong></td>
<td>826</td>
<td>610</td>
<td>-9.6%</td>
</tr>
<tr>
<td><strong>Rest of the Group</strong></td>
<td>793</td>
<td>973</td>
<td>+7.1%</td>
</tr>
<tr>
<td><strong>Adjusted Operating Profit Margin</strong></td>
<td>9.8%</td>
<td>9.0%</td>
<td></td>
</tr>
<tr>
<td><strong>Cash Conversion</strong></td>
<td>77%</td>
<td>73%</td>
<td></td>
</tr>
<tr>
<td><strong>Leverage</strong></td>
<td>3.1x</td>
<td>2.4x</td>
<td></td>
</tr>
<tr>
<td><strong>ROCE (</strong>)**</td>
<td>21%</td>
<td>20%</td>
<td></td>
</tr>
</tbody>
</table>

- Period significantly impacted by the tough Oil & Gas end market environment (51% of the Group Revenue in 2014 to 39% in 2017)
- Rest of the Group performing well, growing at mid single digit organic
- Leverage reduced due to the equity raise and cash generation
- A return on capital around 20% maintained
- Strong financial position ready to support the next 3 year growth plan

(*) excluding non material oil & gas Labs business  
(**) Return on Capital Employed excludes the goodwill and intangible assets and the associated amortisation related to the purchase price allocation from the leverage buy out in 2007
Energy & Industry Division

Key figures

- 13,100 people
- 60 countries
- 64% Revenue
Energy & Industry Division: Introduction

Overview

- Energy & Industry was formed at the end of 2015 as a result of the integration of 3 previously separate divisions
- The new division realised material cost savings and optimised growth opportunities through complementary geographic footprint and cross selling

<table>
<thead>
<tr>
<th>Division</th>
<th>Joined A+</th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norcontrol</td>
<td>2004</td>
<td>TIC Services for Power and Construction markets</td>
</tr>
<tr>
<td>RTD</td>
<td>2007</td>
<td>Non Destructive Testing for the Oil &amp; Gas Market</td>
</tr>
<tr>
<td>Velosi</td>
<td>2011</td>
<td>Vendor Surveillance, Site Inspection and Technical Staffing for the Oil &amp; Gas industry</td>
</tr>
</tbody>
</table>

Revenue by End Market

- Oil & Gas: 60%
- Asia Pacific: 13%
- Middle East & Africa: 17%
- Rest of Europe: 18%
- Others: 11%

Revenue by Geography

- North America: 28%
- Spain: 15%
- Rest of Europe: 18%
- Middle East & Africa: 17%
- LatAm: 9%

Revenue by Service

- NDT Services: 48%
- Environmental and Health & Safety: 5%
- Vendor Surveillance: 5%
- Inspection: 13%
- Others: 12%
- Technical Staffing: 17%
Energy & Industry Division:Historical Financials 2014 - 2017

**Historical Financials**

**EUR Million**

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>826</td>
<td>824</td>
<td>670</td>
<td>610</td>
</tr>
<tr>
<td>Adj. Op. Profit Margin</td>
<td>8.7%</td>
<td>8.7%</td>
<td>7.6%</td>
<td>7.8%</td>
</tr>
<tr>
<td>Oil &amp; Gas Peak to trough</td>
<td>Down €216m (26%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other end markets Up €79m (24%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Capex is 2.4% of revenue

- **Last 3 years significantly impacted by Oil & Gas market environment**
- **Other end markets performing well**, growing annually at mid single digit organic
- **Continued investment in proprietary technology** and know-how
- **Opening new growth opportunities**

- **Focus on defending market share and margin:**
  - Integration of Norcontrol, RTD and Velosi
  - Significant restructuring plan developed
  - Rightsizing resources with workload
  - Excellence in delivery
  - Adapting to serve changing customer needs
Energy & Industry Division: Strategic plan 2018 - 2020

End Markets

- Global leader
- Strong position in key geographies
- Technological leadership in Non Destructive Testing
- Strong long term relationships with oil majors and pipeline contractors.

Position and Market

- Applus+ Revenue €610m
- Global Market €18 Bn

Growth Drivers

- Cyclical upturn in O&G capex
- Complete offering of services delivered globally
- Market recognition
- Global footprint
**Energy & Industry Division: Strategic plan 2018 - 2020**

### End Markets

<table>
<thead>
<tr>
<th>Power (14%)</th>
<th>Aerospace (3%): Leading NDT position in the US and UK</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Telecom (2%): strong position and client relationships in Spain and Latam</td>
</tr>
</tbody>
</table>

#### Position and Market

- **Leadership position** in Spain and LatAm. Strong in Northern Europe
- **Unique knowhow** in Electrical Power generation and distribution

**Applus+ Revenue €141m**

- Others 5%
- Spain 46%
- Latam 22%
- Europe 27%

**Global Market €12 Bn**

### Growth Opportunity

- **Sell expertise** into new geographies where we have good E&I presence
- **Renewable** energy expansion
- **Nuclear** power new investments, refurbishment and decommissioning

- **Extend** into all Middle East and LatAm countries.
- **Sell expertise** into new geographies where we have good E&I presence.

- **Aerospace**: Services expansion through our global network.
- **Telecom**: Follow our clients into new geographies as they invest for 4G, 5G and fibre optics.
# Energy & Industry Division: Strategic plan 2018 - 2020

Using Applus+ designed and produced Technology to preserve leadership position and generate revenue opportunities

<table>
<thead>
<tr>
<th>Oil &amp; Gas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Experience</strong></td>
</tr>
<tr>
<td><strong>Innovation</strong></td>
</tr>
<tr>
<td><strong>Bespoke</strong></td>
</tr>
<tr>
<td><strong>Product</strong></td>
</tr>
<tr>
<td><strong>Validation</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Power</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Specialised Technology</strong></td>
</tr>
<tr>
<td><strong>Track Record</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Infrastructure/Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Specialised Solutions</strong></td>
</tr>
<tr>
<td><strong>Track Record</strong></td>
</tr>
</tbody>
</table>
Technology Breakthrough

- **Corrosion Resistant Alloy Partial Inspection**
  New inspection process developed by Applus+

- **IWEX 3D**
  Discriminates between benign and serious abnormalities and enhanced data capture creates an immediate 3D image for easier visualisation and interpretation of results.
Energy & Industry Division: Strategic plan 2018 - 2020

Growth Opportunities: Case Studies II

Cross Selling

- **Spain to Middle East**
  Kingdom of Saudi Arabia. Metro project. Contract value over €4m over 3 years

- **Spain to Asia**
  Mongolia. Wind Farms. Project value €3m over 2 years

- **USA to Latin America**
  Mexico. Gas Pipeline. Project value €2.3 million over 12 months
Growth Opportunities: Case Studies III

Track Record, Brand & Reputation

- **Refineries and Chemical Plants**
  West Europe. Contract value over €30 million over 3.5 years

- **Low and medium voltage grids**
  Panama. Asset inventory and control. Project value over €10 million over 14 months
### Energy & Industry Division: Strategic Targets 2018 - 2020

#### Key Initiatives

<table>
<thead>
<tr>
<th>Organic Revenue</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>- <strong>Focused Growth Plan</strong> for each country</td>
<td></td>
</tr>
<tr>
<td>- <strong>Increase market share</strong> in key markets</td>
<td></td>
</tr>
<tr>
<td>- <strong>Expansion of service offering</strong> into all geographies</td>
<td></td>
</tr>
<tr>
<td><strong>Average Annual Mid Single Digit growth</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operational Excellence</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>- <strong>Best practice</strong> implementation across division</td>
<td></td>
</tr>
<tr>
<td>- <strong>Operational efficiency</strong> driving economies of scale</td>
<td></td>
</tr>
<tr>
<td>- <strong>Digitally focused</strong> on efficiency and new operating models</td>
<td></td>
</tr>
<tr>
<td>- <strong>Back office optimisation</strong> (SAP roll out in 2019 and Expanding Financial Shared Services)</td>
<td></td>
</tr>
<tr>
<td><strong>Recover 100 bps in the period 2018-2020</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inorganic</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Expand presence in <strong>Non Oil &amp; Gas End Markets</strong> (Power, Construction, Aerospace)</td>
</tr>
<tr>
<td>- <strong>Enhance our position in all end markets for Key Geographies</strong> (South America, Asia Pacific, USA)</td>
</tr>
<tr>
<td>- Focus on Technologically advanced companies</td>
</tr>
</tbody>
</table>
IDIADA Division: Introduction

Overview

- 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
- Owned 80% by Applus+ and 20% local government. Since 1999 operates the assets owned by the local government under a long term contract with current renewal/expiry of 2024

Revenue by Customer Base

- Germany 22%
- Spain 18%
- UK 8%
- Czech Republic 6%
- France 6%
- Italy 6%
- Korea 4%
- Belgium 5%
- Others 18%
- Passive Safety 34%
- Chassis & Power Train 32%
- Homologation 16%
- Proving Ground 18%

Revenue by Business Line

Historical Financials 2014 - 2017

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2014(*)</th>
<th>2017</th>
<th>CAGR (*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>145.5</td>
<td>146.2</td>
<td>198.0</td>
<td>10.6%</td>
</tr>
<tr>
<td>Ad. Op. Profit</td>
<td>19.0</td>
<td>19.2</td>
<td>24.0</td>
<td>7.7%</td>
</tr>
<tr>
<td>Margin</td>
<td>13.1%</td>
<td>13.1%</td>
<td>12.1%</td>
<td></td>
</tr>
</tbody>
</table>

Capex is 6% of revenue

(*) Restated figures @ 2017 rates
IDIADA Division: Strategic Targets 2018 - 2020

Drivers

- Quality and Safety
- Regulations
- Increasing car models
- Technology
- Electric and Autonomous vehicles
- Emerging markets
- Changing supply chains
- Outsourcing

Strategy

- Maintain world class testing facilities
- Retain and attract specialist knowledge
- Continue to invest in R&D and participate in EU innovation projects
- Maintain and expand geographic network to serve clients globally

Targets

- Annual organic revenue growth of high single digits
- Margin to remain in 12% range
Laboratories Division

Key figures

- 800 people
- 12 countries
- 4% Revenue
- 4% Adj. Op. Profit
Overview

- Product testing and certification services
- Multi-technology state-of-the-art laboratories serving the Aerospace, Auto, Construction, Energy, IT industries
- Main facilities in Spain

Revenue by Geography

- Spain 53%
- Rest of Europe 24%
- North America 8%
- LatAm 6%
- Asia Pacific 5%
- Middle East & Africa 4%

Revenue by Business Line

- Industry 52%
- Construction 14%
- System Certification 11%
- IT 11%
- Metrology 9%
- Others 3%

Historical Financials 2014 - 2017

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2014(*)</th>
<th>2017</th>
<th>CAGR (*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>47.0</td>
<td>46.8</td>
<td>64.5</td>
<td>11.3%</td>
</tr>
<tr>
<td>Ad. Op. Profit</td>
<td>2.0</td>
<td>1.8</td>
<td>6.7</td>
<td>54.9%</td>
</tr>
<tr>
<td>Margin</td>
<td>4.2%</td>
<td>3.8%</td>
<td>10.4%</td>
<td></td>
</tr>
</tbody>
</table>

Capex is 7% of revenue

(*) Restated figures @ 2017 rates
**Drivers**

- Quality and Safety
- Regulations
- Technology and increasing product variety
- Outsourcing

**Strategy**

- Geographic expansion
- Develop and invest in core growth business lines
- Retain and attract specialist knowledge

**Targets**

- Annual organic revenue growth of mid single digits
- Margin to increase by 20-30bps per annum
- Acquisitions to expand footprint and service portfolio
Automotive Division

Key figures

4,400 people
9 countries
20% Revenue
35% Adj. Op. Profit
Automotive Division: Introduction

Overview

- Vehicle safety and emissions inspection
- 20 million inspections across 28 programmes in 9 countries
- Drivers:
  - Regulations (emissions, safety)
  - Increasing car volume
  - Increasing compliance rates
  - Emerging markets implementing legislation
  - Outsourcing

Revenue by Type of Market

- Regulated 83%
- Liberalised 17%

Split of Spain and USA

- Spain 38%
- Ireland 21%
- Costa Rica 7%
- Denmark 8%
- Argentina 7%
- USA 12%
- Finland 5%
- Chile 1%
- Other 1%

Historical Financials 2014 - 2017

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2014(*)</th>
<th>2017</th>
<th>CAGR(*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>279.7</td>
<td>278.7</td>
<td>310.7</td>
<td>3.7%</td>
</tr>
<tr>
<td>Ad. Op. Profit</td>
<td>60.0</td>
<td>58.4</td>
<td>58.7</td>
<td>0.2%</td>
</tr>
<tr>
<td>Margin</td>
<td>21.5%</td>
<td>21.0%</td>
<td>18.9%</td>
<td></td>
</tr>
</tbody>
</table>

Capex is 3% of revenue

(*)& Restated figures @ 2017 rates

Chart figures based on annual 2017 pro-forma revenue at average FX rates
Automotive Division: New & Renewal contracts to 2020

- **Massachusetts**: €6m for 6+3+3+3 years, Q3 2017
- **Province of Buenos Aires**: €21m, Q3 2018
- **Uruguay**: €8m for 8+4 years, Q3 2018
- **Menorca**: €2m, Q2 2018
- **Ecuador**: €1m for 10 years, Q2 2018
- **Georgia**: €4m, Q4 2018
- **Connecticut**: €7m, Q2 2019
- **Washington**: €9m, Q4 2019
- **Ireland**: €78m, Q4 2019
- **Province of Buenos Aires**: €21m, Q3 2018
- **Uruguay**: €8m for 8+4 years, Q3 2018
- **Menorca**: €2m, Q2 2018
- **Ecuador**: €1m for 10 years, Q2 2018
- **Georgia**: €4m, Q4 2018
- **Connecticut**: €7m, Q2 2019
- **Washington**: €9m, Q4 2019
- **Ireland**: €78m, Q4 2019

Revenue for New is average annual expected over term of contract.
Automotive Division: Strong track record in new and renewed programmes

- Illinois
- Menorca
- Iowa
- Salt Lake (Utah)
- Menorca
- Weber County
- Salt Lake (Utah)
- Chicago
- Illinois
- Ontario
- Washington
- Connecticut
- Madrid
- Salt Lake (Utah)
- Chile-R.IX
- New York
- Weber County
- Illinois
- Uruguay
- Ecuador
- Massachusetts
- Buenos Aires
- Andorra
- Salt Lake (Utah)

- New programmes
- Renewed/Extended programmes
- Lost programmes

NO PROGRAMMES LOST SINCE 2008

- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
Automotive Division: The Market Opportunity

- Mature markets (Europe and US) accountable for 79% of current addressable market
- Significant potential in Asia, LatAm & Africa as they adopt developed countries legislation
  - LatAm presents an opportunity in the next 2-3 years
  - Asia will be the largest market in the long run
- Fitness test (safety + emission) natural choice for developing markets
- Our current pipeline: 23 opportunities in 10 countries mainly in LatAm and Asia

Current Adressable Market
€7bn (*)

Opportunity from new Legislation
€23bn (*)

Total Potential Market
€33bn

(*) Excluding countries where inspections performed by independent garages or Government
Automotive Division: Strategic Targets 2018 - 2020

Strategy

- Current operations: efficiency, service, continuous innovation
- Tenders: compete only if meet profit targets
- Emerging markets: build relations and market intelligence; support authorities in designing and implementing legislation
- Inorganic: opportunistic

Targets

- Continue strong renewal track record and new programme wins
- Organic revenue from existing contracts to increase at low single digits
- Margin to increase > 200bps in 2018, then maintain
Summary Highlights 2018 - 2020

Objective
Return to growth

Focus on the operational strategy
- Leadership
- Innovation & Technology
- Trusted Partner

Financial targets over 2018 – 2020 (*)
- Annual revenue growth of mid single digits organic
- Margin improvement of 70-100 bps in 2018 and 20-30 bps in 2019 and 2020
- Strong cash generation to continue with a cash conversion above 70%

Leading to
- Organic revenue growth
- Margin improvement
- Cash generation

Capital Allocation Priorities
- Maintain dividend at 20% of Adjusted Net Profit
- Leverage below 3x
- Acquisition capacity in the range of €150 million per annum

(*): Financial targets @ constant rates and current perimeter