# Applus+ Group

# Q1 2020
# Results Presentation

**5 May 2020**

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

# Results Presentation
# Q1 2020

→ **HIGHLIGHTS**

FINANCIAL REVIEW

BUSINESS REVIEW

COVID – 19

SUMMARY & OUTLOOK

**Fernando Basabe**
Chief Executive Officer

## Highlights

- Good start to the year with every division growing well until mid March when COVID-19 materially impacted Applus
- Sudden business disruption resulted in rapid and high revenue drop through to profit, especially for Auto division at the beginning of the facility closures
- Focus is on COVID-19 management: people's health, customer's requirements, liquidity & adapting costs
- Q1 Results:
  - **Revenue** of €416.9 million up 0.3% (organic[1] -0.3%)
  - Operating **profit**[2] of €27.7 million down 28% (organic[1] -30%)
  - Operating profit[2] **margin** of 6.6%, down from 9.3%
  - Adjusted[2] free cash flow of €29.6 million down 37%
  - Net debt/EBITDA ratio 2.0x and liquidity[3] of €622 million

(1) Organic is at constant exchange rates
(2) Adjusted for Other Results, amortisation of acquisition intangibles
(3) Liquidity includes €150m signed in April

Applus+ Together beyond standards

# Results Presentation Q1 2020

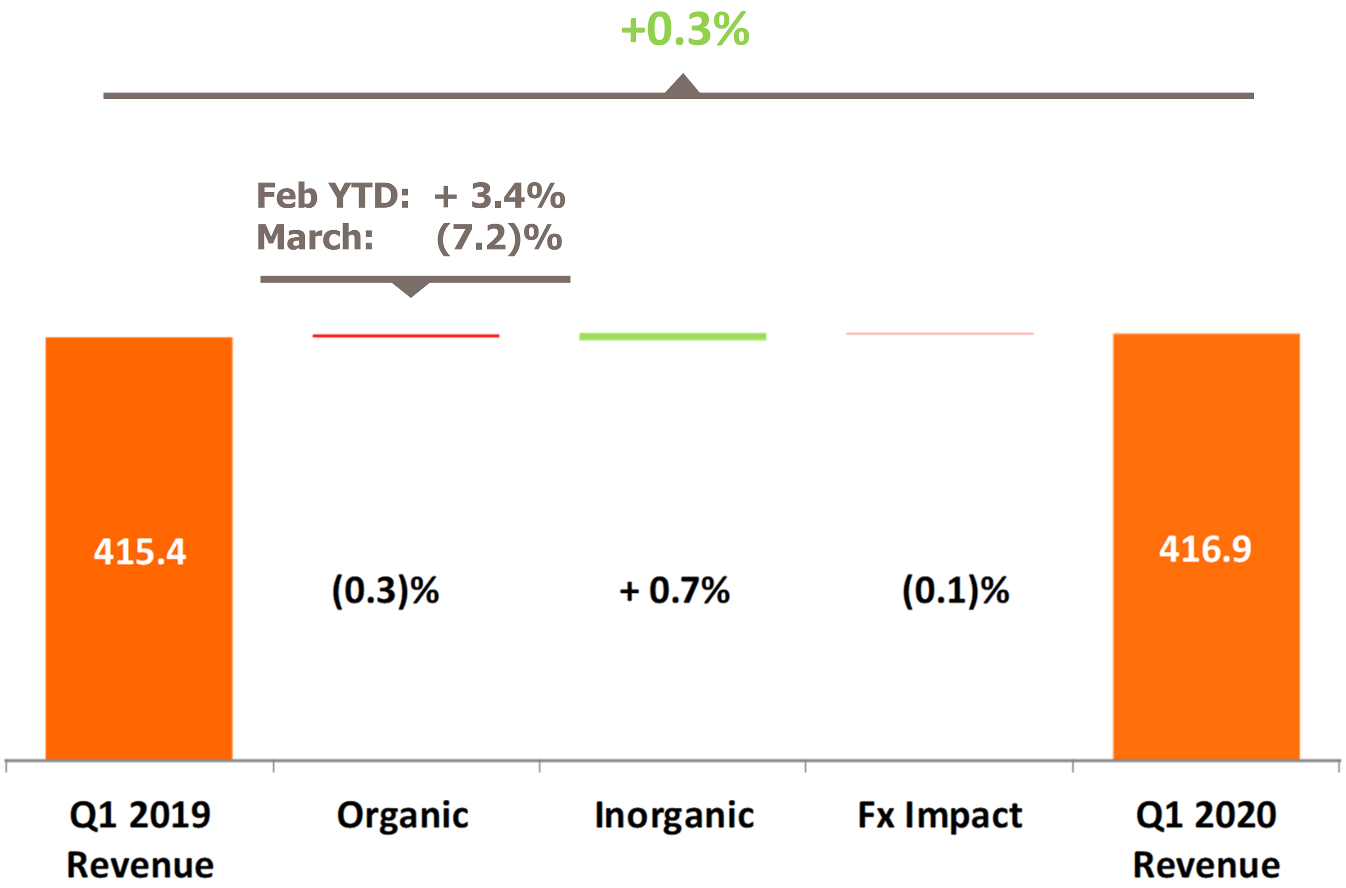



**Joan Amigó**

Chief Financial Officer

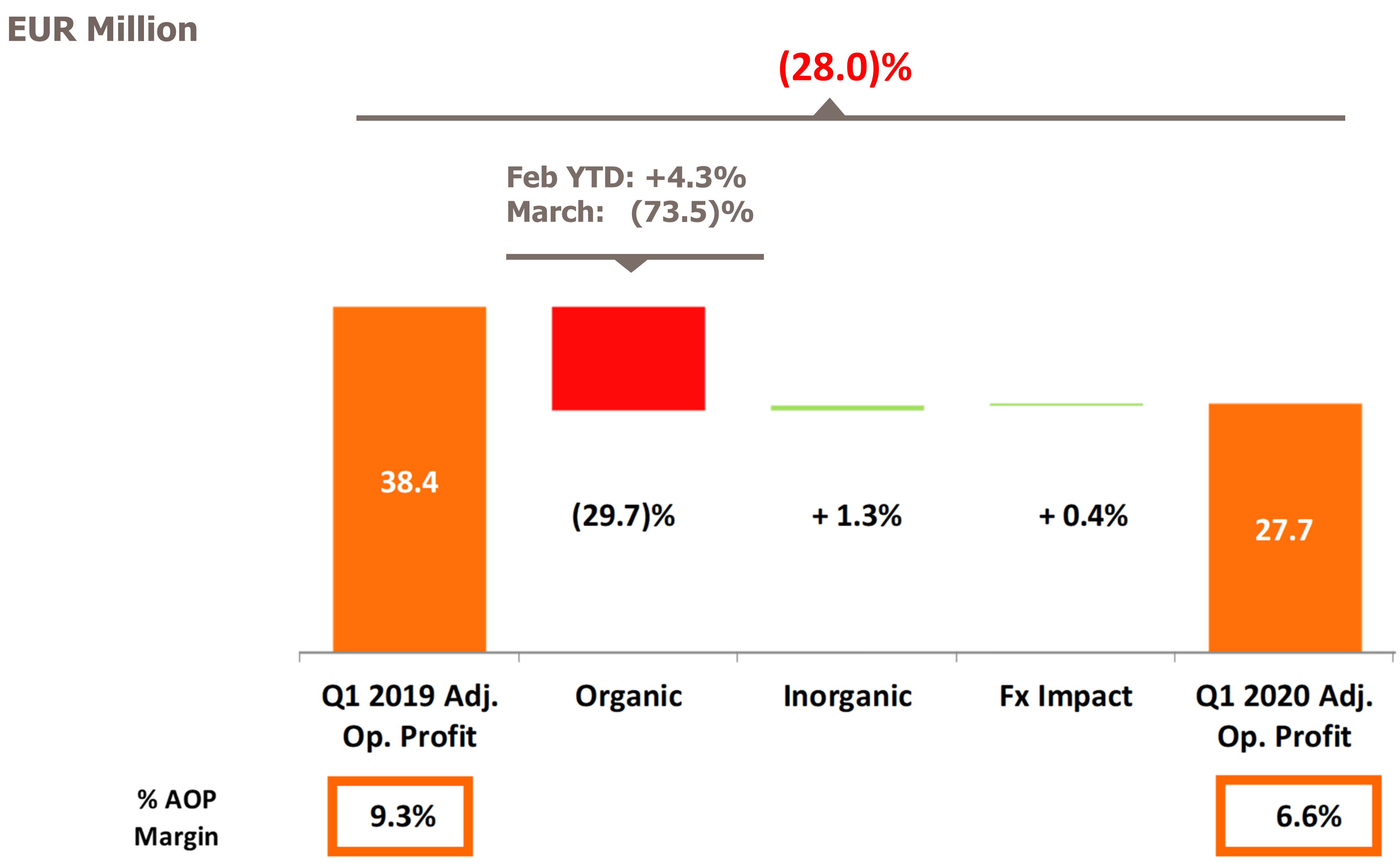

# Q1 2020. Revenue Bridge

EUR Million




**Good performance halted in last two weeks by coronavirus**

# Q1 2020. Adjusted Operating Profit Bridge




**Material impact on margin due to sudden lockdown, mainly in Auto**

# Q1 2020. Summary Income Statement

Applus+ Together beyond standards

## EUR Million

| | Q1 | | | |
|---|---|---|---|---|
| | **2020** | **2019** | **Vs LY** | |
| **Revenue** | **416.9** | **415.4** | **1.4** | **0.3%** |
| **Adj. EBITDA** | **53.5** | **63.0** | **(9.5)** | **(15.1)%** |
| ***Ebitda margin*** | ***12.8%*** | ***15.2%*** | | |
| D&A | (25.8) | (24.6) | | |
| **Adj. Operating Profit** (1) | **27.7** | **38.4** | **(10.8)** | **(28.0)%** |
| ***Adj.Op.Profit margin*** | ***6.6%*** | ***9.3%*** | | |
| PPA Amortisation | (14.6) | (14.8) | | |
| Other results | (0.4) | (0.2) | | |
| **Operating profit** | **12.6** | **23.5** | **(10.9)** | **(46.2)%** |
| Finance result | (6.2) | (5.4) | | |
| **Profit before tax** | **6.5** | **18.1** | **(11.7)** | **(64.4)%** |

(1) Adjusted Op. Profit is stated before amortisation of acquisition intangibles, restructuring and transaction & integration costs

# Q1 2020. Cash Flow

**EUR Million**

| | Q1 | | | |
|---|---|---|---|---|
| | 2020 | 2019 | Change | |
| **Adjusted EBITDA** [(1)] | **53.5** | **63.0** | **(9.5)** | **(15.1)%** |
| Increase in working capital | (19.8) | 5.7 | | |
| Capex | (4.9) | (10.3) | | |
| **Adjusted Operating Cash Flow** | **28.8** | **58.4** | **(29.6)** | **(50.7)%** |
| Taxes | 4.2 | (7.9) | | |
| Interest | (3.4) | (3.5) | | |
| **Adjusted Free Cash Flow** | **29.6** | **47.0** | **(17.4)** | **(37.0)%** |
| Extraordinaries & Others | 1.3 | 1.0 | | |
| Dividends to Minorities | (0.8) | (5.0) | | |
| **Operating Cash Generated** | **30.1** | **42.9** | **(12.8)** | **(29.9)%** |
| Acquisitions | (4.5) | (9.0) | | |
| **Cash b/Changes in Financing & FX** | **25.6** | **33.9** | | |
| Payments of lease liabilities (IFRS 16) | (14.2) | (13.9) | | |
| Other Changes in financing | 234.3 | (19.1) | | |
| Currency translations | (2.5) | 0.9 | | |
| **Cash increase** | **243.2** | **1.8** | | |

- Cash flow materially impacted from mid March after facility closures took place due to COVID-19
- Working capital remains under control with tight management
- Q1 normally has working capital outflow. Q1 19 inflow was a one–off due to strong revenue growth in E&I division in Q4 18
- Taxes inflow due to a refund received in 2020

(1) Adjusted EBITDA is stated as Operating Profit before depreciation, amortisation and Other results

# Leverage and Liquidity at 31 March

**EUR Million**

| Net Debt at 31 March | Due Date | Drawn (€ Million) |
|---|---|---|
| Term Loan | 27/06/2024 | 200.0 |
| RCF | 27/06/2024 | 400.0 |
| USPP- 7 Years | 27/06/2025 | 150.0 |
| USPP- 10 Years | 27/06/2028 | 80.0 |
| Other Debt | | 22.5 |
| **TOTAL GROSS DEBT** | | **852.5** |
| Cash | | (390.2) |
| **TOTAL NET DEBT b/ IFRS 16** | | **462.3** |
| IFRS 16 | | 164.3 |
| **TOTAL NET DEBT** | | **626.6** |

| **Liquidity** | |
|---|---|
| Cash and Undrawn facilities at 31 March | 472 |
| New facilities signed in April | 150 |
| **Available liquidity** | **622** |

- Most of the Debt facilities with due date 2024 and onwards
- Leverage covenant set at 4.0x b/IFRS 16, tested in June and December
    - Net debt/Ebitda 2.0x at March

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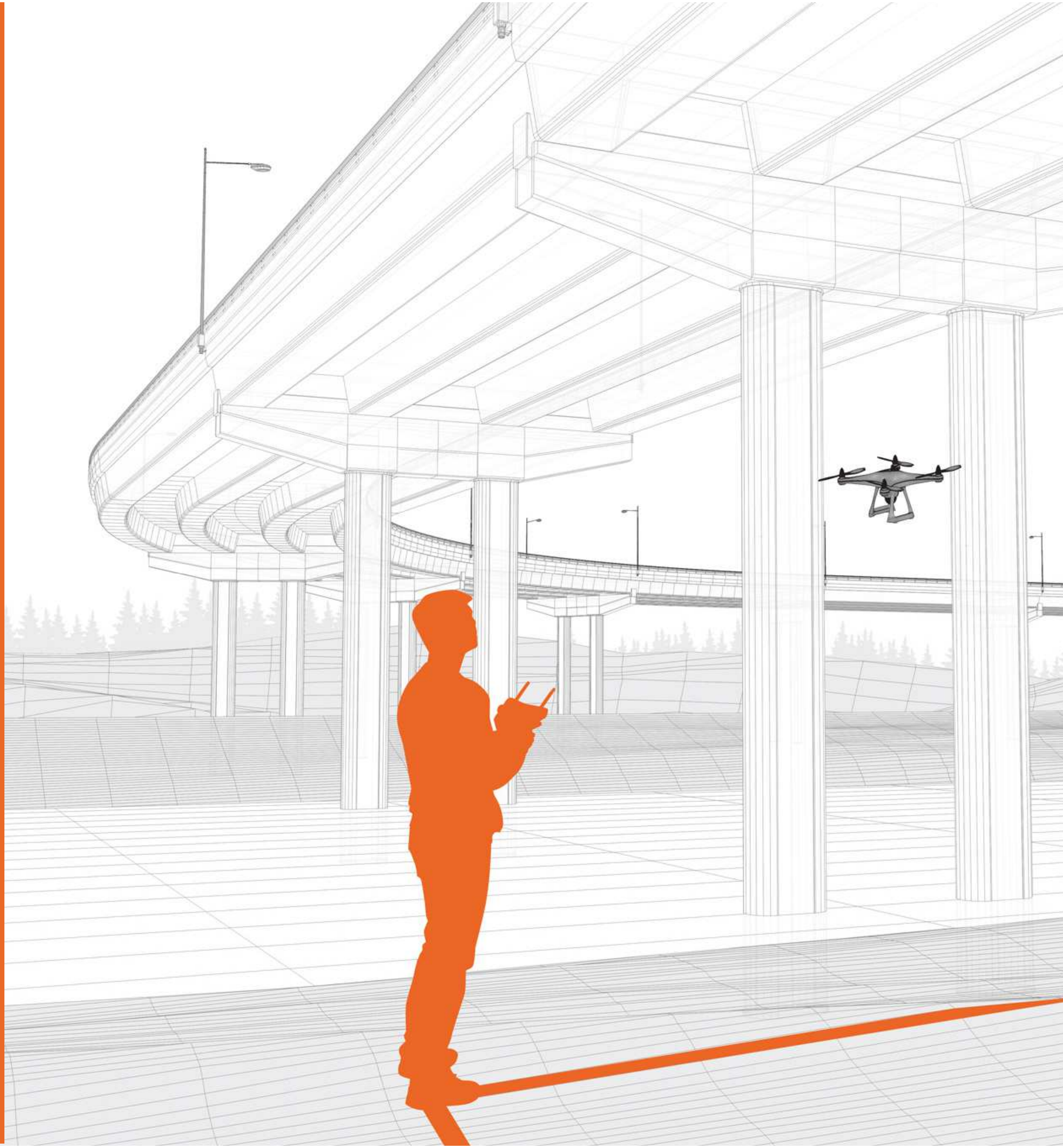
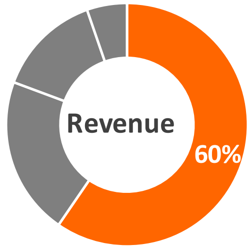
Chief Executive Officer

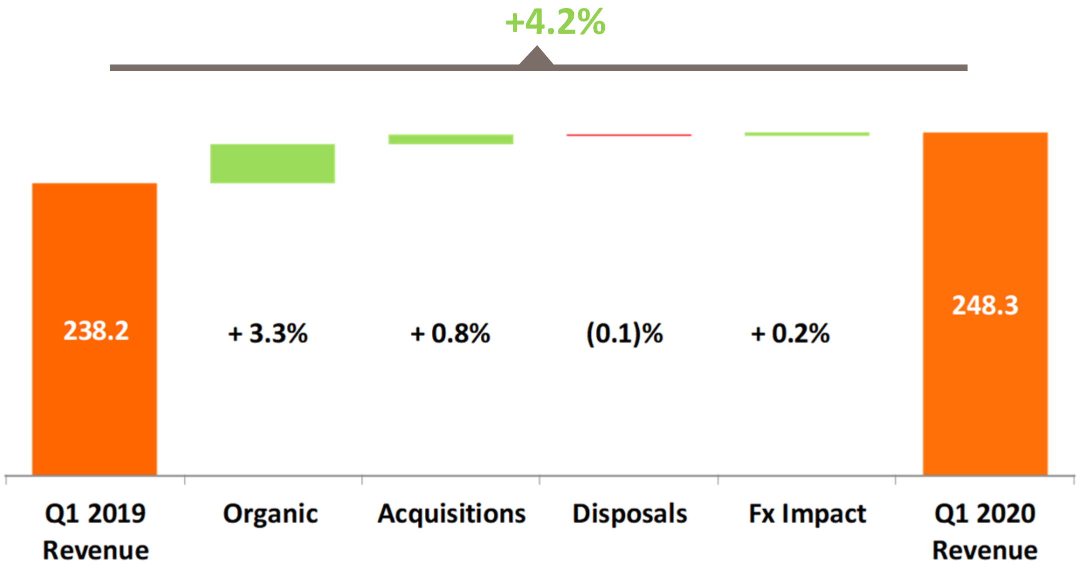


# Energy & Industry Division




**EUR Million**

**Q1 2020 Revenue**

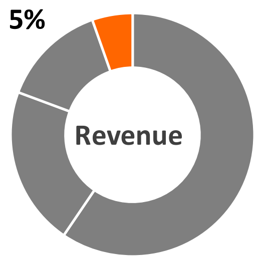



- Good start to the year before COVID-19
- Asia-Pac, Latam and Middle East were the regions with higher growth
- Oil & gas grew at a similar rate as the whole division

## COVID-19:

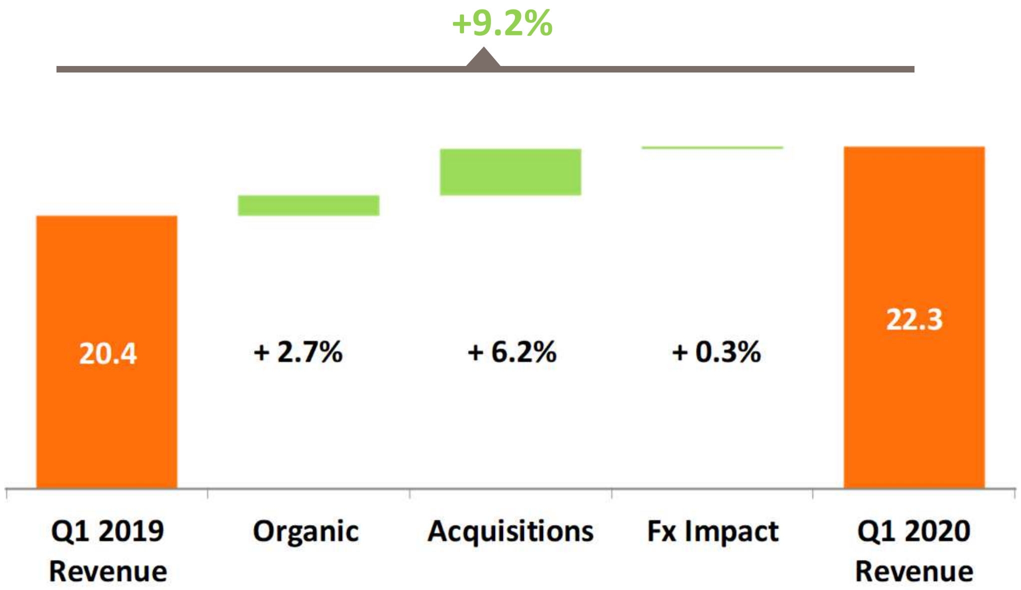
- April revenue estimated down c.25% year on year
- Cost reductions across the division based on activity level
- Very low oil price has not had an impact yet but is expected, mainly on capex exposed work (158 €million, 9% of total Group revenue in FY2019)

## Laboratories Division




**EUR Million**

**Q1 2020 Revenue**

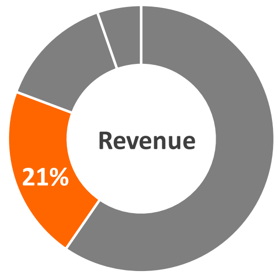



- All business units performing well until COVID-19 impact in Spain
- March significantly impacted by COVID-19. From double digit growth February YTD to flat in March

## COVID-19:

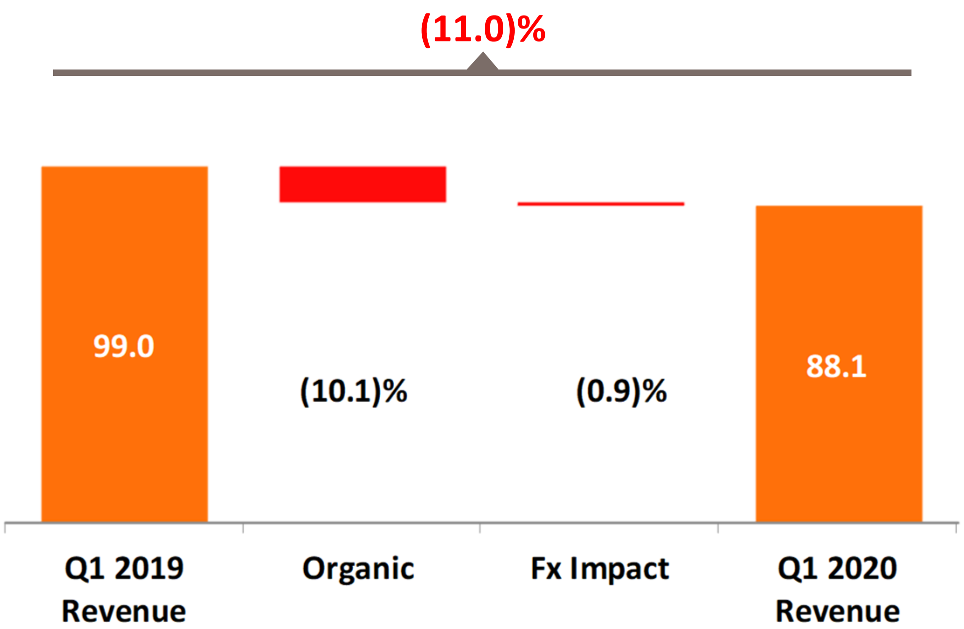
- April revenue estimated down c. 35% year on year with Spain (70% of the division revenue) being the most impacted
- Temporary lay offs in Spain in place
- Labs open in all countries but with low volume

# Automotive Division




**EUR Million**

**Q1 2020 Revenue**

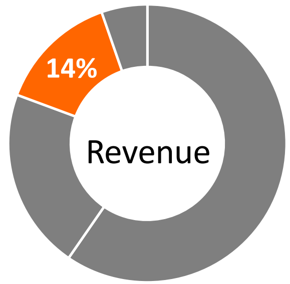



- Good performance February YTD, with +2.4% organic revenue growth (excluding end of Washington contract impact), whereas March 30% down following the closure of stations due to COVID-19
- All countries, except Nordics have been in lockdown or with very low volumes from the second half of March

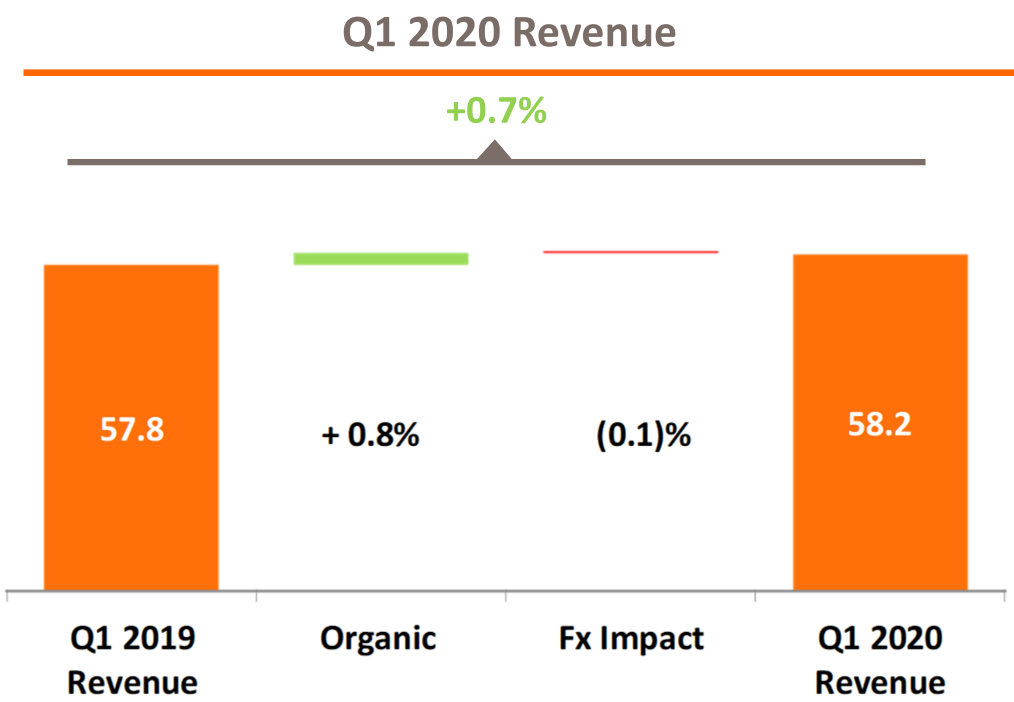
## COVID-19:

- April revenue estimated down c.80% year on year with only the Nordics and some programmes in US & Latam opened
- Temporary lay offs in Spain of 1,500 people. Different actions by country depending on legislation
- Expect gradual re-opening of stations and volumes to pick up from mid-May. Volumes loss in H1 expected to be partially recovered in H2

## IDIADA Division




**EUR Million**




- February YTD revenue growth of +8%. March revenue decrease of 12% due to COVID-19
- Proving ground in Spain the most impacted

### COVID-19:

- April revenue estimated down c. 40% year on year with main facilities of the division located in Spain being closed for two weeks
- Temporary lay offs in Spain in place
- Open in most countries but heavily impacted. China back to normal

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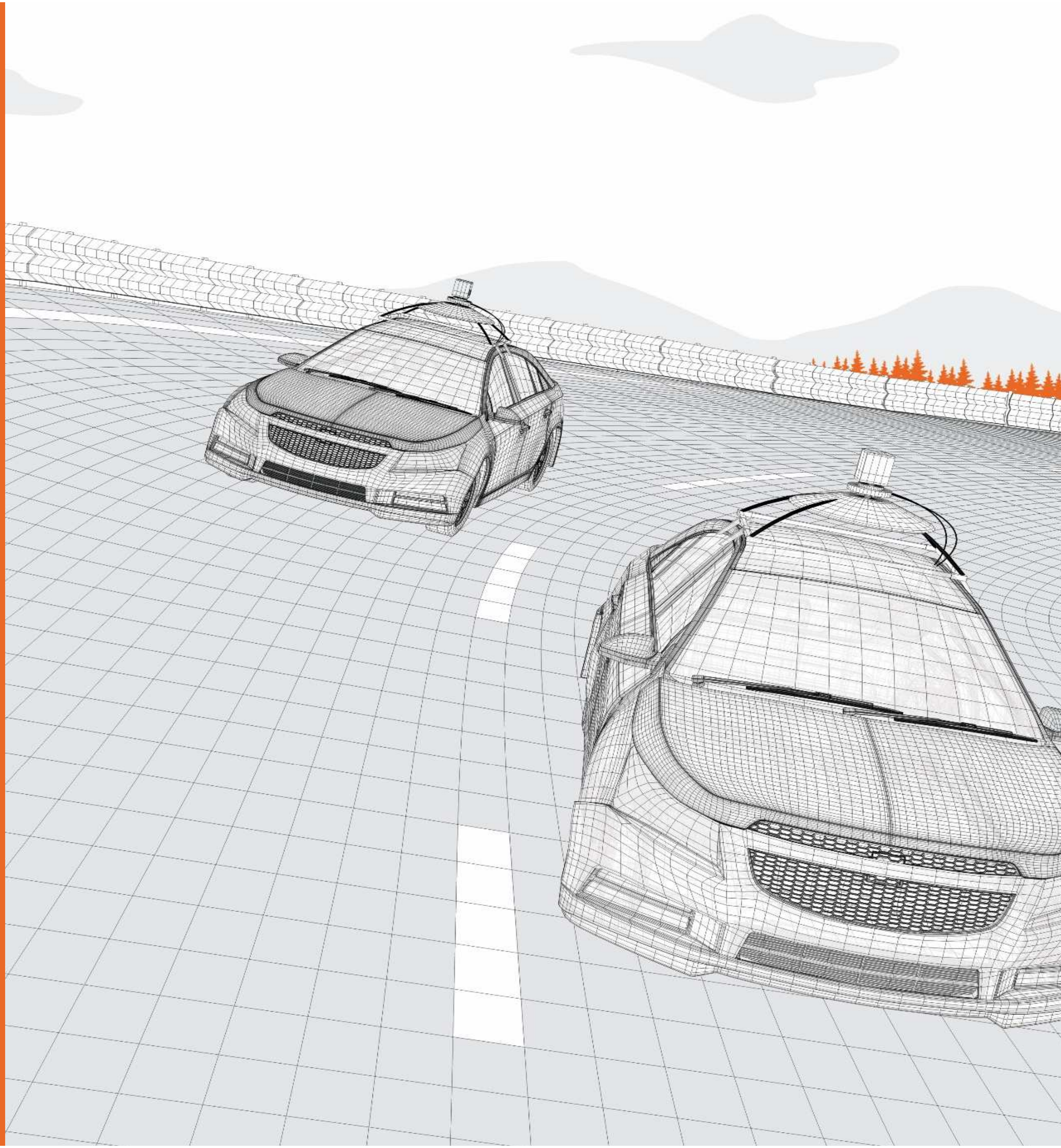

**Fernando Basabe**
Chief Executive Officer

# COVID 19 – Actions taken (I)

- **Health & Safety:** strict adherence to each country's recommendations. Group guidelines updated daily on the intranet. Buying protective equipment for expected ramp up.
- **Laboratories** in Spain worked 24/7 to design a new process to validate hospital ventilators in 2 days versus a normal process of weeks. It is also testing face masks
- **Operations** in many countries are procuring and donating protective equipment such as face masks, gowns and gloves to local hospitals
- **Focus on liquidity:**
  - Drawn €300 million from the bank syndicate revolving credit facility
  - New financing signed of €150 million
  - Working capital daily monitoring of collections and payments.
  - Capex projects being re-evaluated
  - Cancelled the 2019 Group dividend payment of €31 million

# COVID 19 – Actions taken (II)

- **Cost reductions:**
  - Staff: all countries adapting to the situation according to local legislation and government schemes. Main impact in Spain with 3,400 staff on full or part time temporary lay off out of a total of 7,800. Salaries of management teams reduced
  - Cost reductions across the organisation based on activity level
  - Board and Executive Committee fixed pay cut of 25 to 30% for this period of high uncertainty
  - Total Group operating costs (excluding D&A) estimated to be reduced by €30 million (25%) in April vs expected revenue decrease of €60 million (40%)

Together beyond standards

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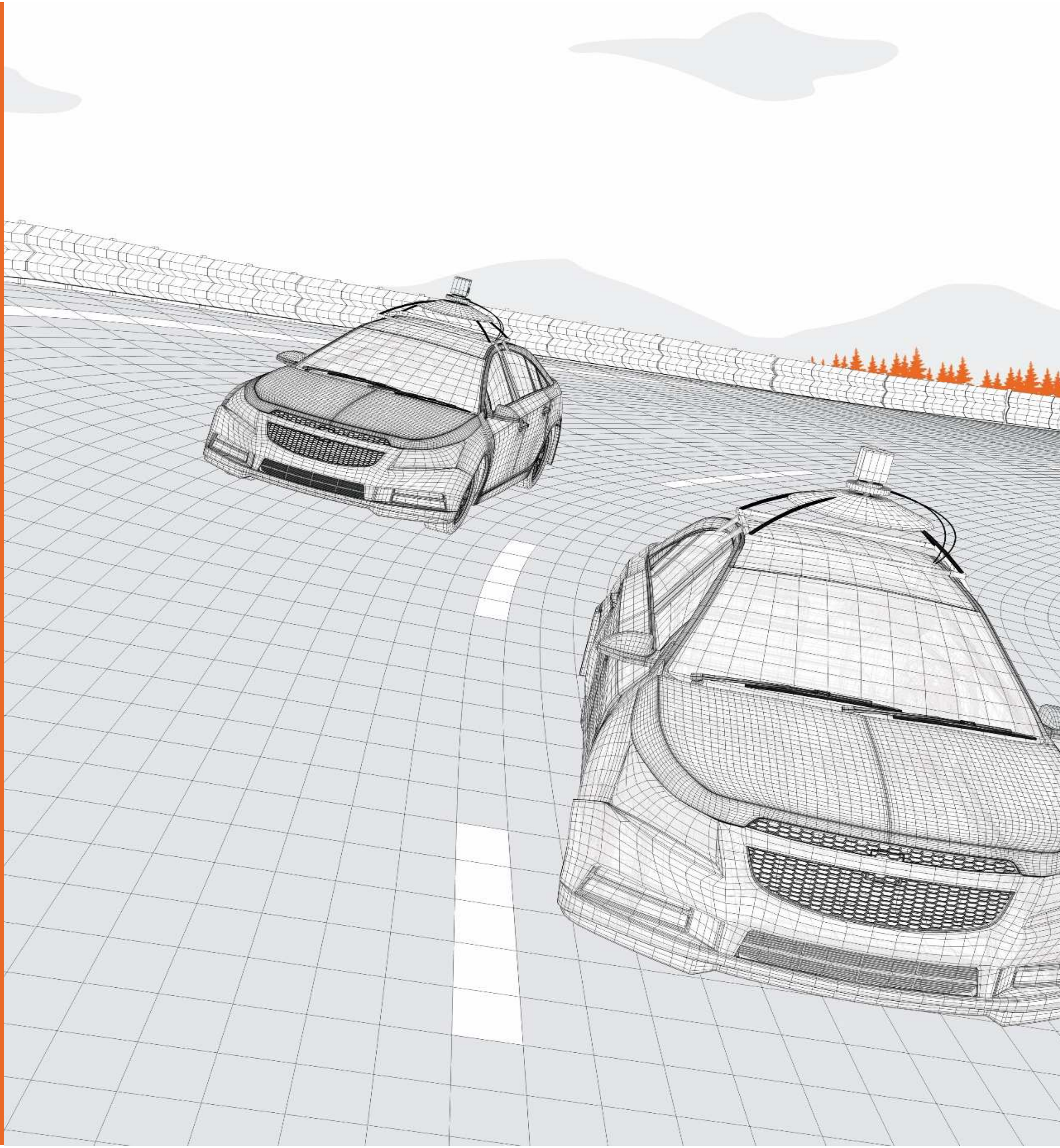

## Summary of Q1 2020

- Good start to the year with every division growing well until mid March when COVID-19 materially impacted Applus
- Sudden drop in revenue mainly in Spain with little time to adjust cost base meant high drop through to profit
- Ended the quarter with a healthy balance sheet and sufficient liquidity to last a prolonged period of disruption

## Outlook

- Outlook for the year provided on 25 February was withdrawn on 19 March
- Outlook for Q2 is for a revenue decrease of circa 35% with a small Adjusted Operating loss. H2 should improve materially, driven by the Automotive division recovery
- New guidance for the year will be provided when there is reasonable visibility

Together beyond standards

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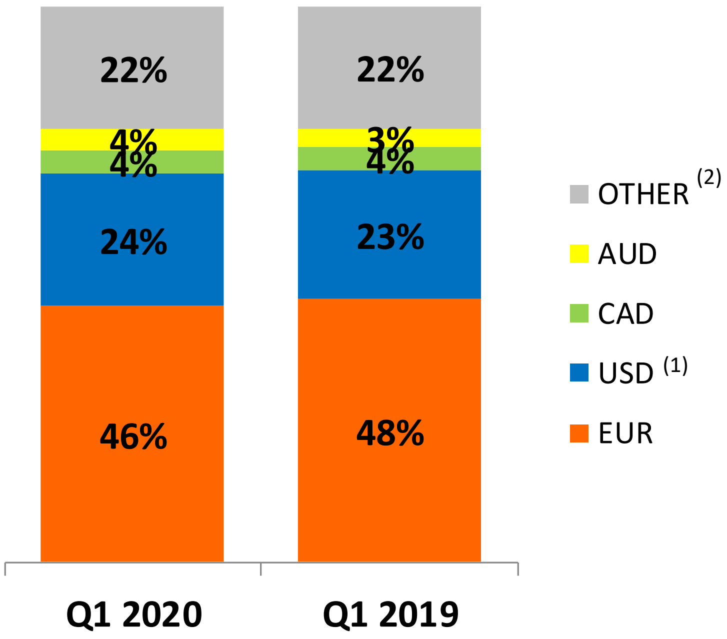
# Q1 2020. Adjustments to Statutory results

## EUR Million

| | Q1 2020 | | | Q1 2019 | | | |
|---|---|---|---|---|---|---|---|
| EUR Million | Adj. Results | Other results | Statutory results | Adj. Results | Other results | Statutory results | +/- % Adj. Results |
| **Revenue** | **416.9** | **0.0** | **416.9** | **415.4** | **0.0** | **415.4** | **0.3%** |
| **Ebitda** | **53.5** | **0.0** | **53.5** | **63.0** | **0.0** | **63.0** | **(15.1)%** |
| **Operating Profit** | **27.7** | **(15.0)** | **12.6** | **38.4** | **(14.9)** | **23.5** | **(28.0)%** |
| Net financial expenses | (6.2) | 0.0 | (6.2) | (5.4) | 0.0 | (5.4) | |
| **Profit Before Taxes** | **21.5** | **(15.0)** | **6.5** | **33.1** | **(14.9)** | **18.1** | **(35.0)%** |

# Q1 2020. Currency Exposure

## % Revenue by Actual Currency




| | Average FX Exchange rates vs Euro | | | |
|---|---|---|---|---|
| | JAN - MAR 2020 | JAN - MAR 2019 | Change | JAN - DEC 2019 |
| USD | 1.103 | 1.137 | 3.1% | 1.120 |
| CAD | 1.477 | 1.510 | 2.2% | 1.486 |
| AUD | 1.671 | 1.595 | (4.6)% | 1.610 |

(1) Includes currencies pegged to USD
(2) None above 4%

# Alternative Performance Metrics

Applus' financial disclosures contain magnitudes and metrics drafted in accordance with International Financial Reporting Standards (IFRS) and others based on the Group's disclosure model referred to as Alternative Performance Metrics

- **EBITDA,** measure of earnings before interest, taxes, depreciation and amortisation
- **Operating Profit,** measure of earnings before interest and taxes
- **Adjusted** measures are stated before other results
- **Other results** are those impacts corrected from the relevant measures to provide a better understanding of the underlying results of the Group, for example: amortisation of acquisition intangibles, restructuring and transaction & integration costs
- **PPA** correspond to the Purchase Price Allocation referred to acquisitions, allocated to intangible assets and amortised
- **Capex,** realized investments in property, plant & equipment or intangible assets
- **Operating Cash Flow**, operating cash generated after capex investment and working capital variation

# Alternative Performance Metrics

- **Free Cash Flow**, operating cash generated after capex investment, working capital variation and tax & interest payments
- **Net Debt**, current and non current financial debt, other institutional debt less cash. As per bank covenant definition, calculated at annual average exchange rates
- **Leverage**, calculated as Net Debt/LTM Ebitda as per bank covenant definition
- **EPS**, Earnings per share
- **NDT**, Non destructive testing
- **P.A.,** per annum
- **FX**, Foreign exchange
- **LTM**, Last twelve months