

GRUPOamPer



**STRATEGIC AND  
TRANSFORMATION PLAN  
2023 | 2026**

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10th May 2023 – MADRID STOCK EXCHANGE

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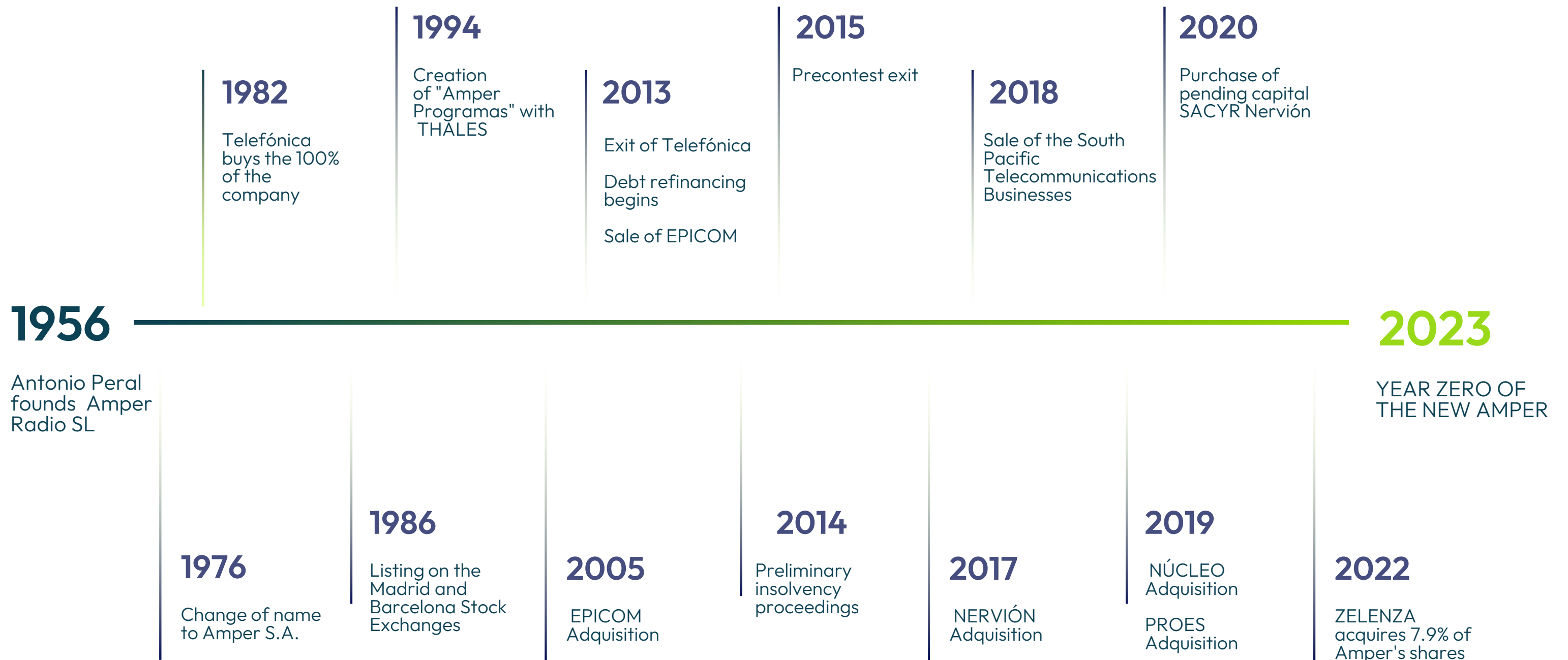
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# AMPER GROUP



 **1.109M**

Shares

 **40**

Investees, subsidiaries and companies

 **700**

Active customers

 **14,8K**

Share Holders

 **20**

Countries with Projects

 **3,4K**

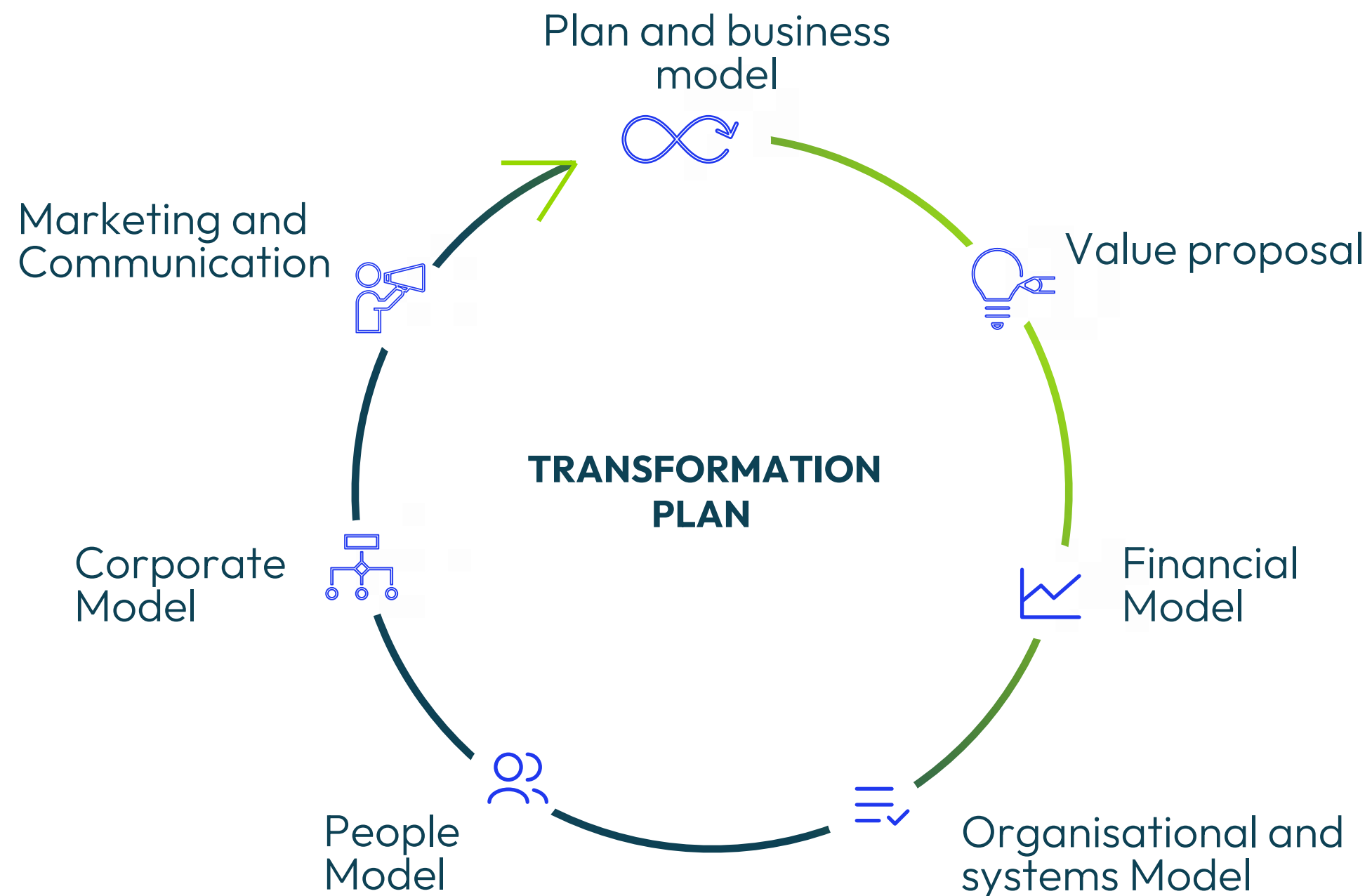
Employees

 **40**

Clients with +1M€ in sales




# STRATEGIC AND TRANSFORMATION PLAN



## STRATEGIC PLAN

TO BUILD THE **LEADING** SPANISH BUSINESS GROUP IN **STRATEGIC** TECHNOLOGICAL, INDUSTRIAL AND ENGINEERING **CAPABILITIES**; IN THE DEFENCE AND SECURITY, ENERGY AND SUSTAINABILITY, AND TELECOMMUNICATIONS SECTORS; **REACHING BY 2026:**

 **1.008M€**  
SALES

 **123M€**  
12% EBITDA



# STRATEGY



## DEFENCE AND SECURITY

Contribute to the process of organising and structuring of the sector, and to the implementation of a harmonised Spanish strategy in Defence and Security to safeguard national strategic capabilities



## ENERGY AND SUSTAINABILITY

To be a reference supplier in capacities that contribute achieving the goal zero-net emissions in 2050



## TELECOMMUNICATIONS

Contribute to the efficient and sustainable digitisation of businesses and public institutions, ensuring the continuity of all services in a hyper-connected society



# STRATEGY- SRATEGIC LEVRS



# BUSINESS MODEL

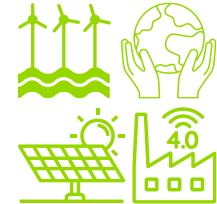
MARKET



SPAIN



DEFENCE AND SECURITY



ENERGY AND SUSTAINABILITY

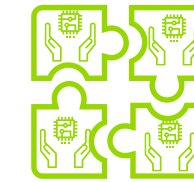


TELECOMMUNICATIONS



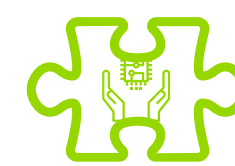
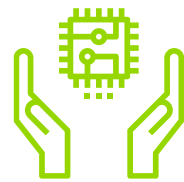
REST OF MARKETS

BUSSINESS LINES



MAYOR PROYECTS OF INTEGRATION WITH TECNOLOGICAL/ KNOWLEDGE TRANSPARENCY

CAPABILITIES



CAPABILITY

AMPER GROUP



CORE CAPABILITIES



ECOSISTEMA DE PYMEs



NON-CORE CAPABILITIES



TECHNOLOGICAL PARTNER



COMERCIAL PARTNER



BUSINESS PARTNER

ACCESS TO MARKET

PROCESS

COMMERCIAL AND DEVELOPMENT BUSINESS

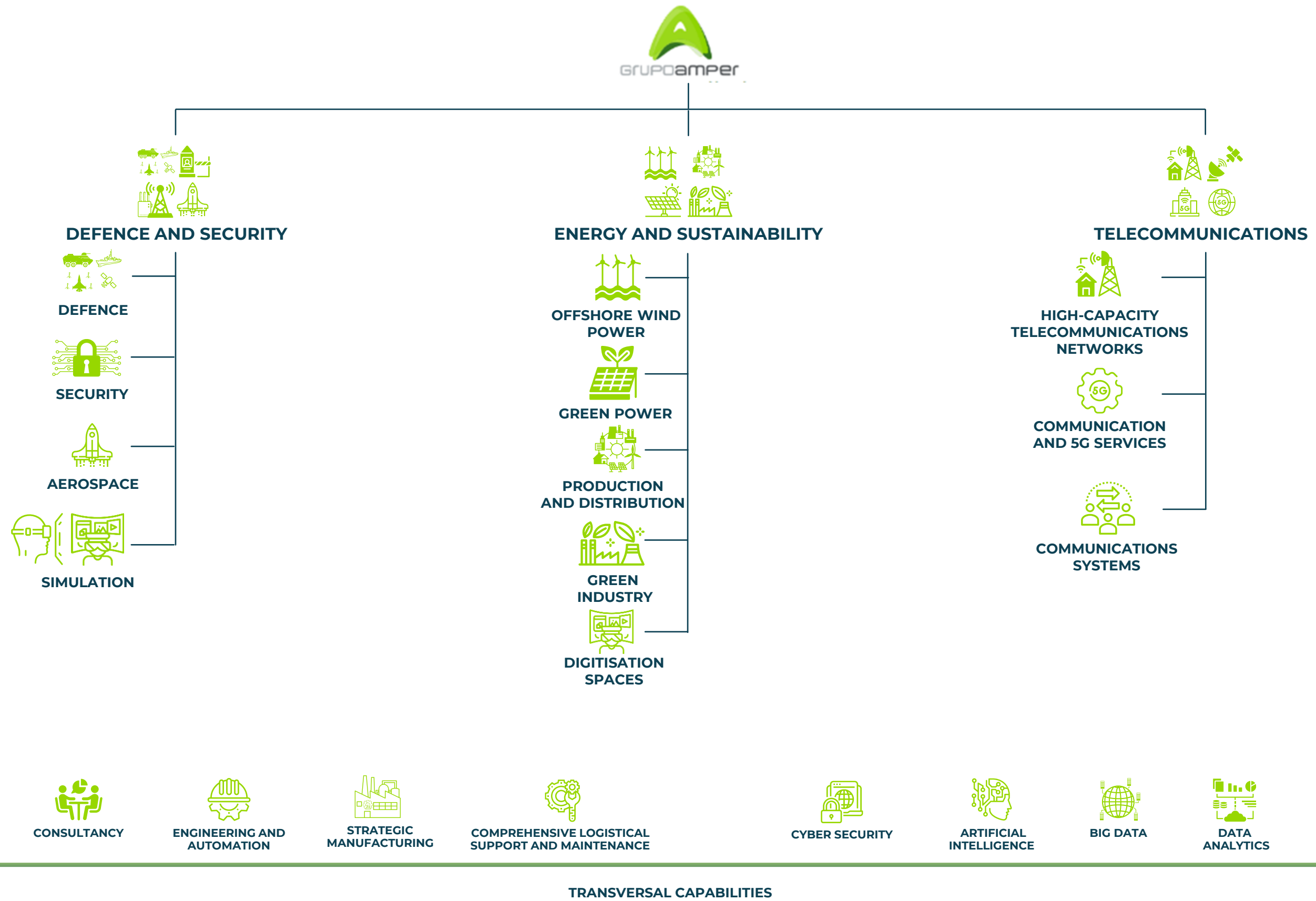
INDUSTRIALIZATION

FINANCIAL SUPPORT

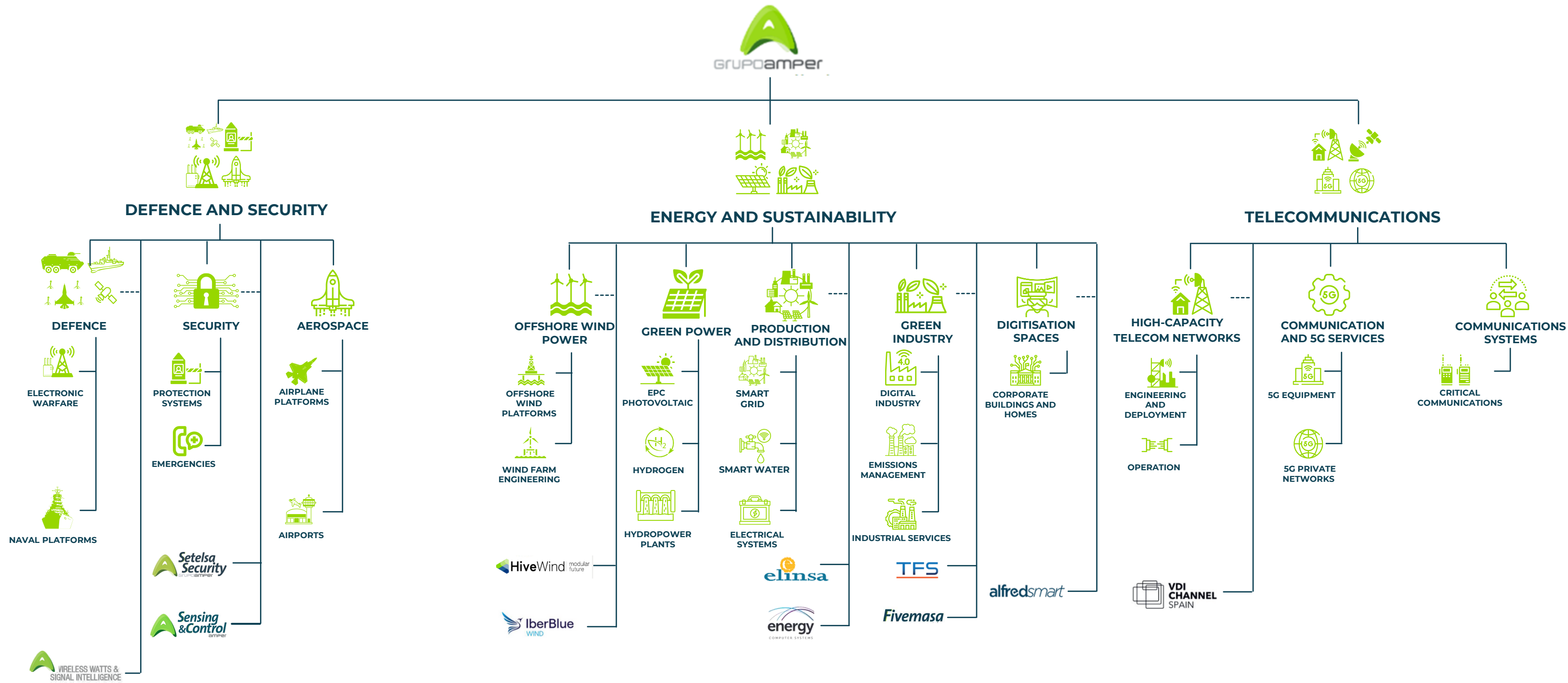




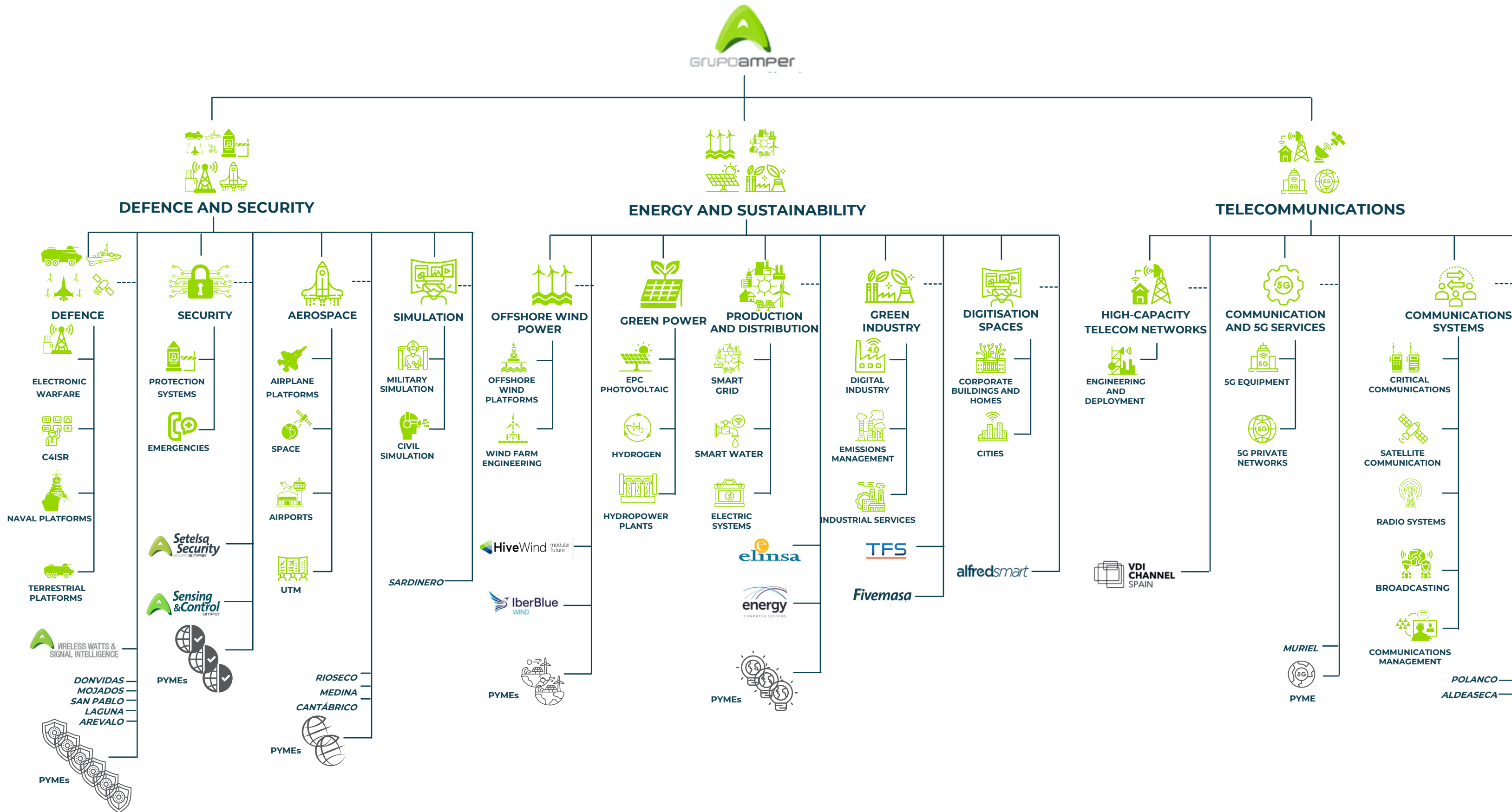
# VALUE PROPOSAL



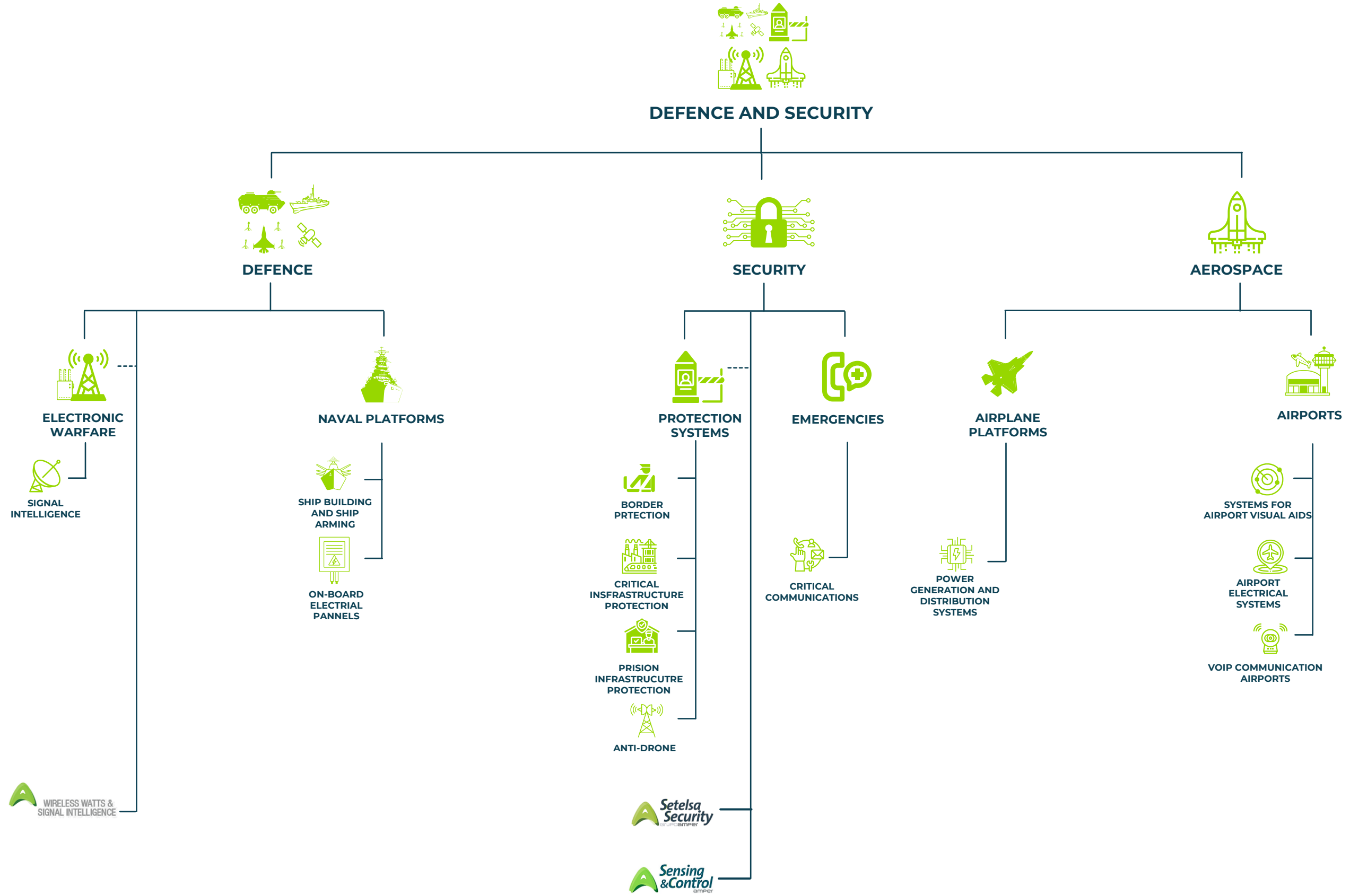
# AMPER VALUE PROPOSITION - CURRENT



# AMPER VALUE PROPOSAL- GOAL



# DEFENCE AND SECURITY - CURRENT



# DEFENCE AND SECURITY - GOAL



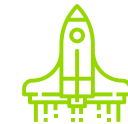
## DEFENCE AND SECURITY



### DEFENCE



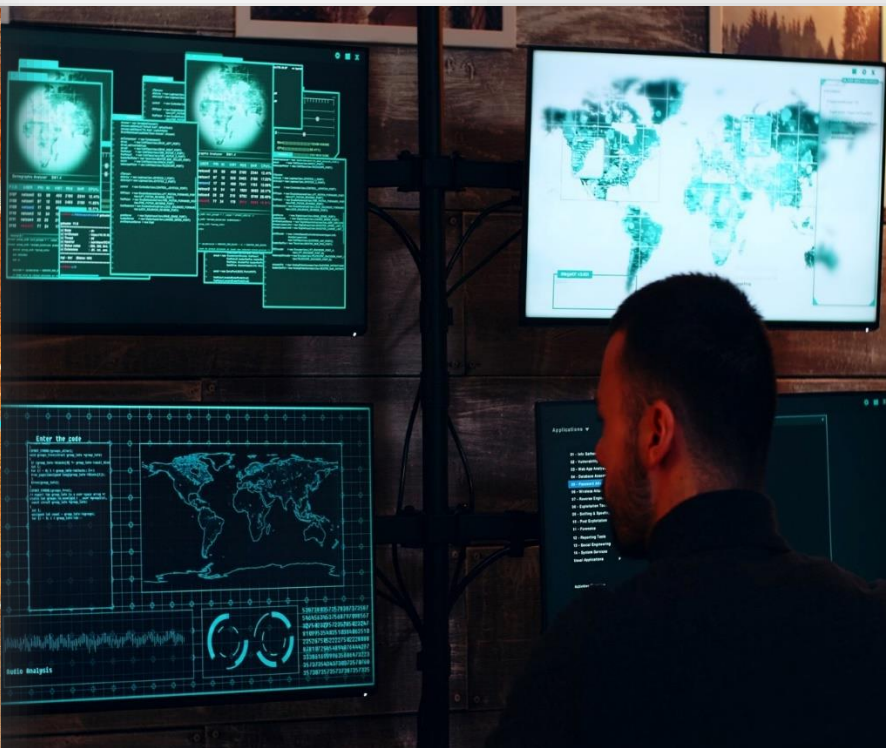
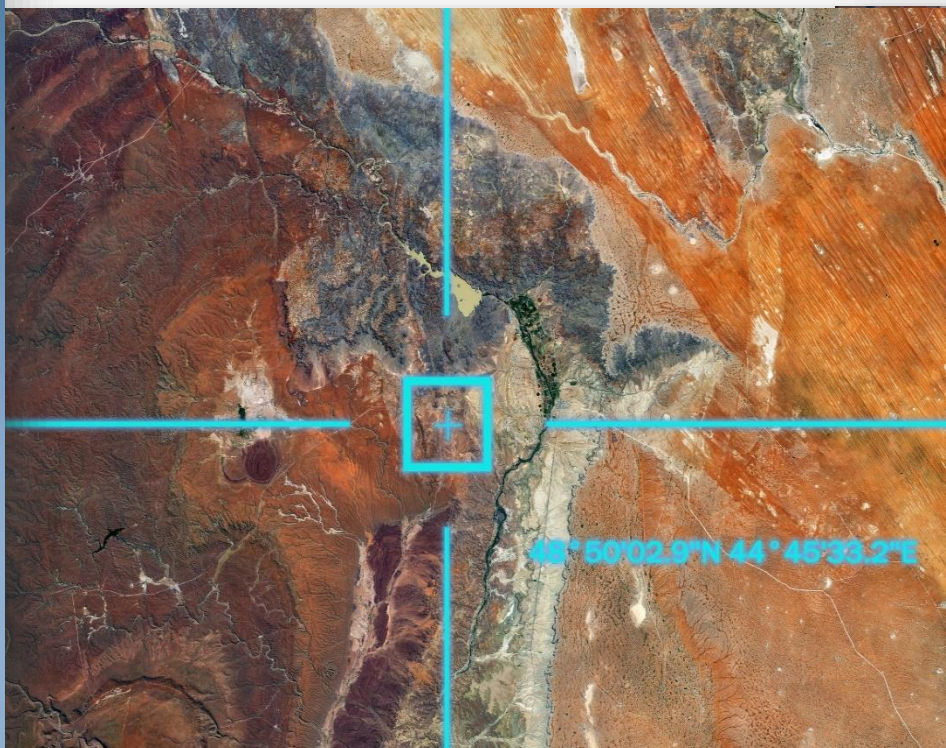
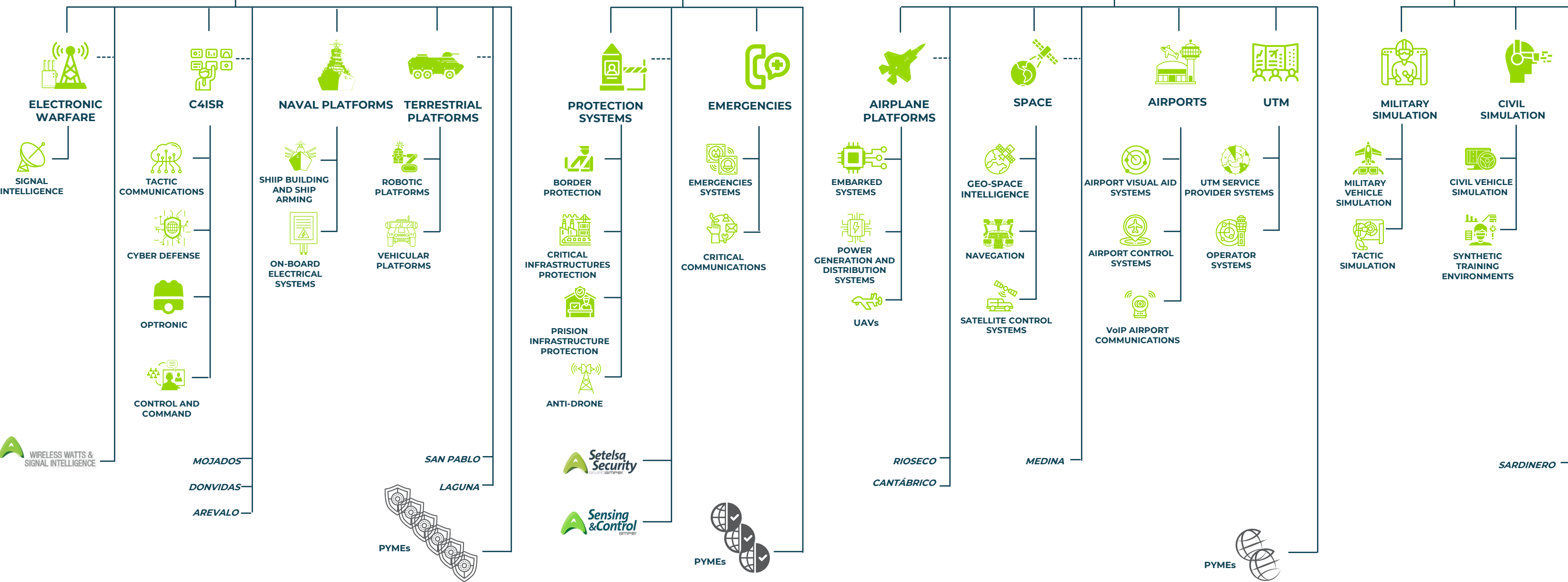
### SECURITY



### AEROSPACE



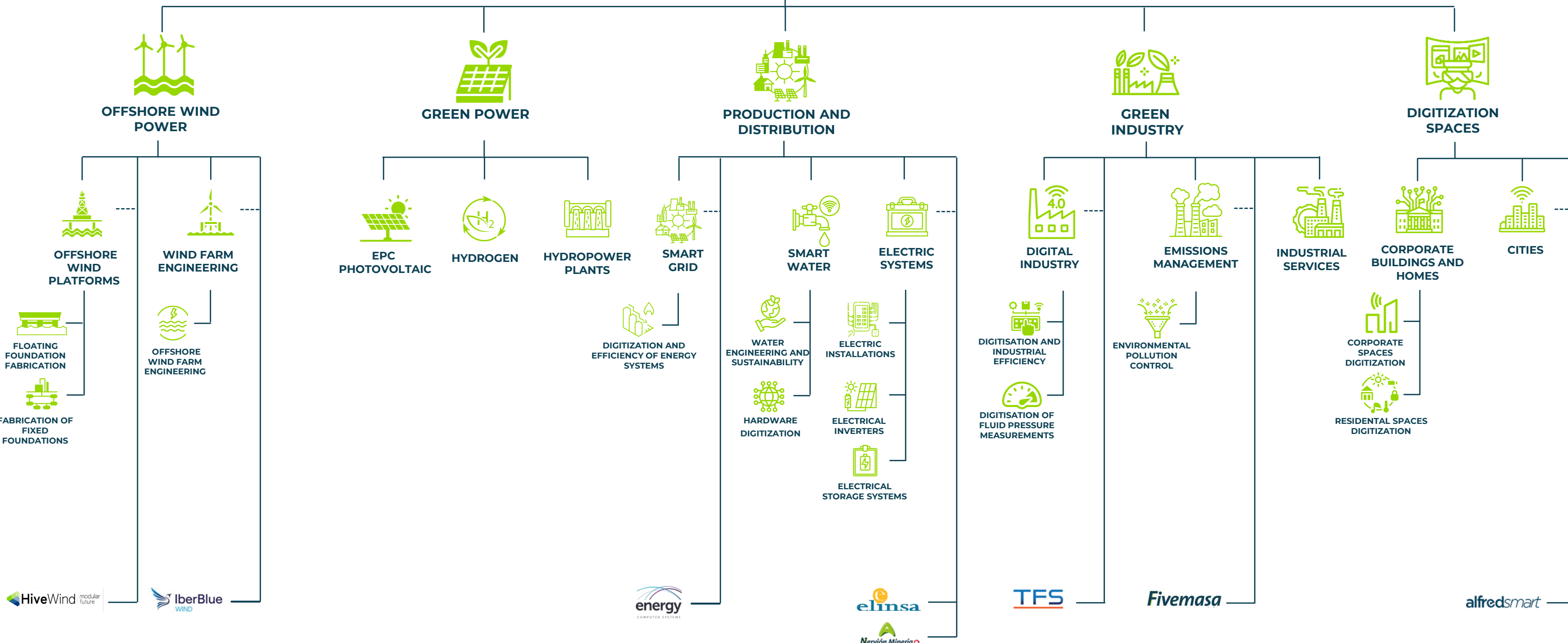
### SIMULATION



# ENERGY AND SUSTAINABILITY - CURRENT



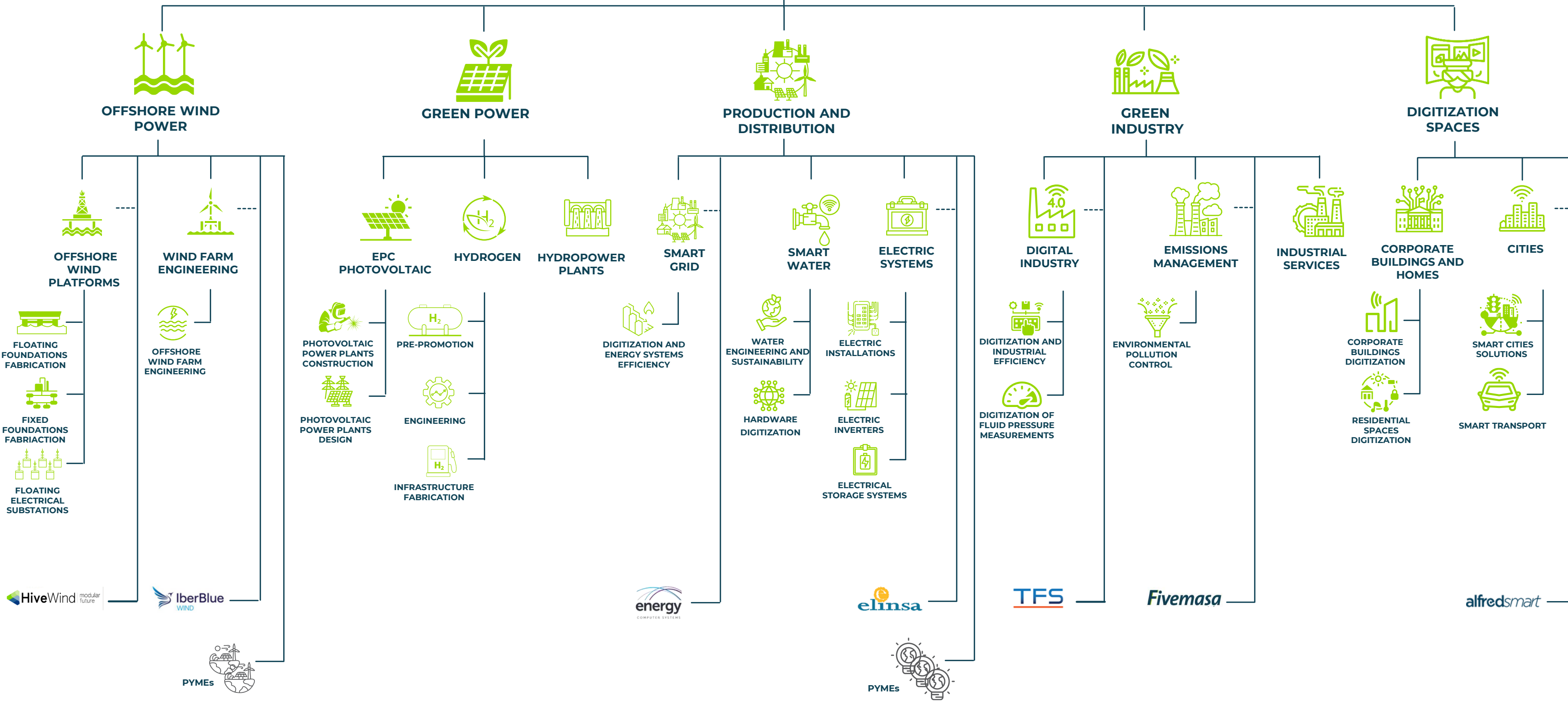
ENERGY AND SUSTAINABILITY



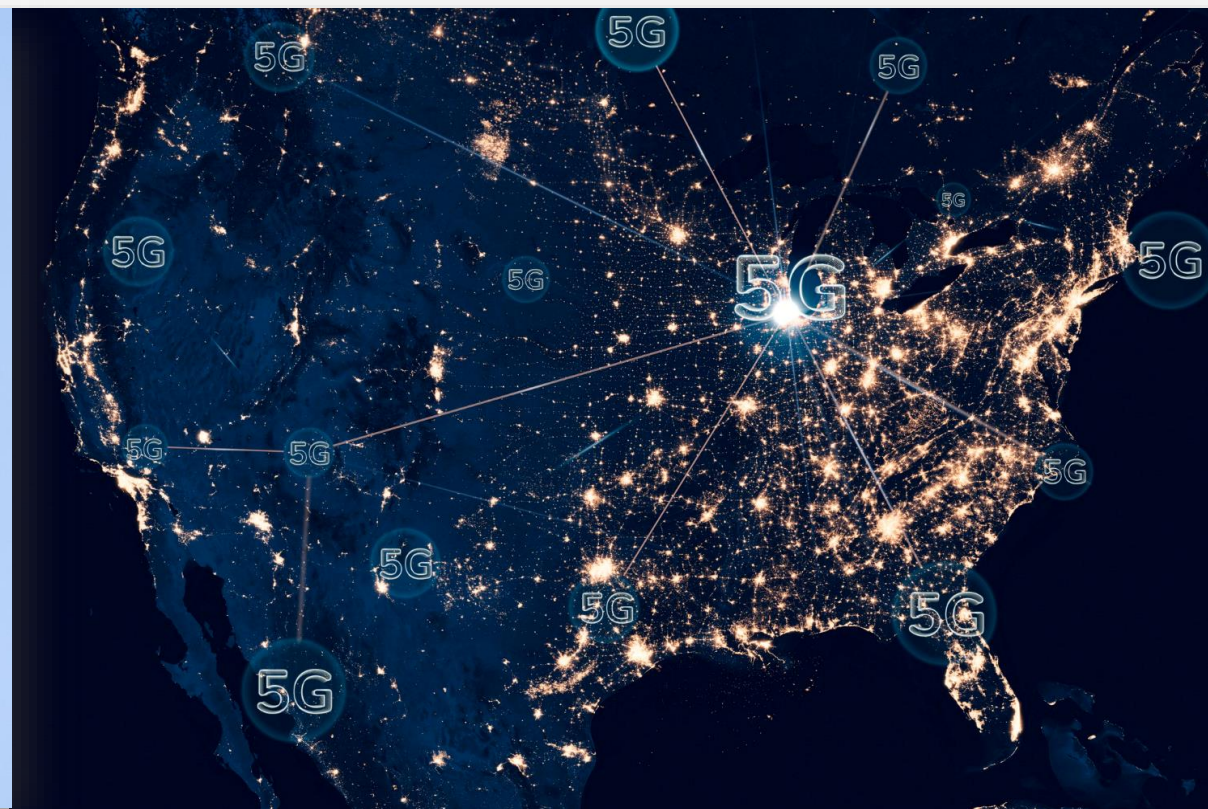
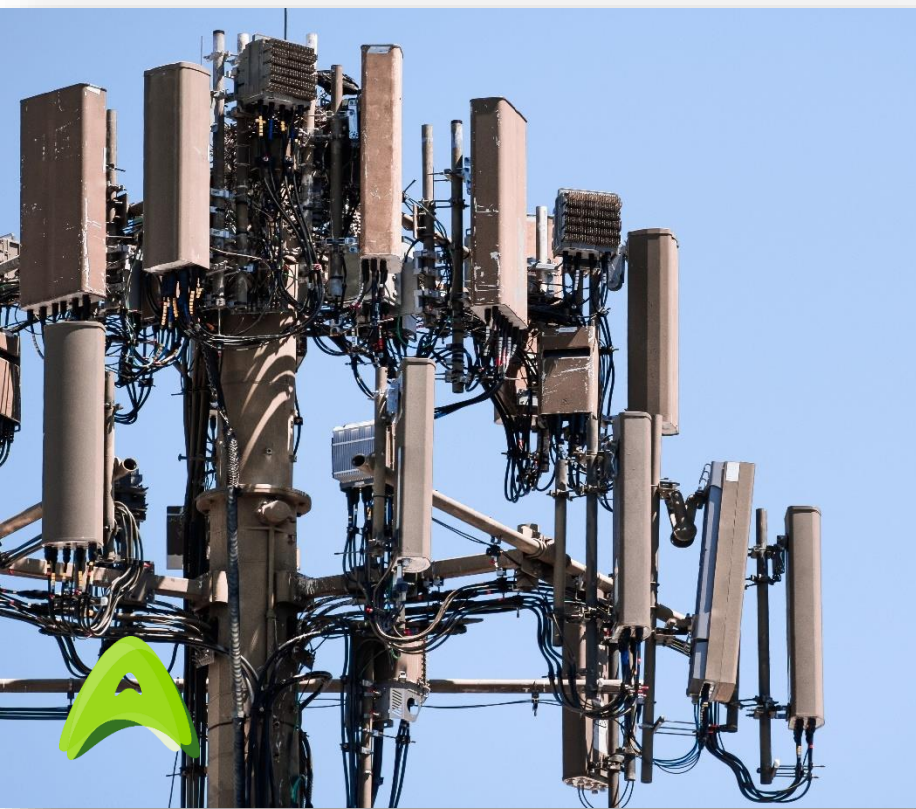
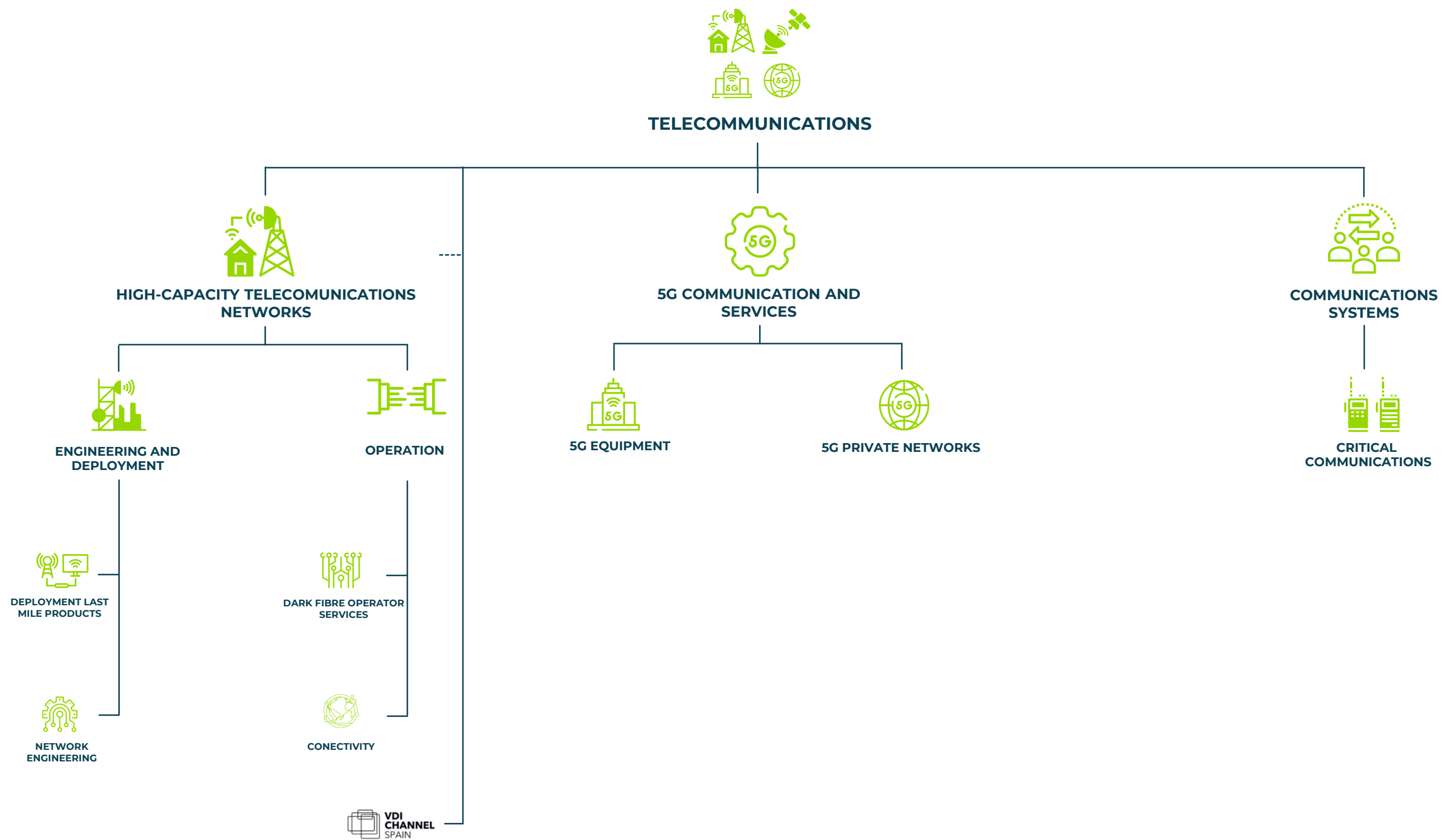
# ENERGY AND SUSTAINABILITY - GOAL



ENERGY AND SUSTAINABILITY

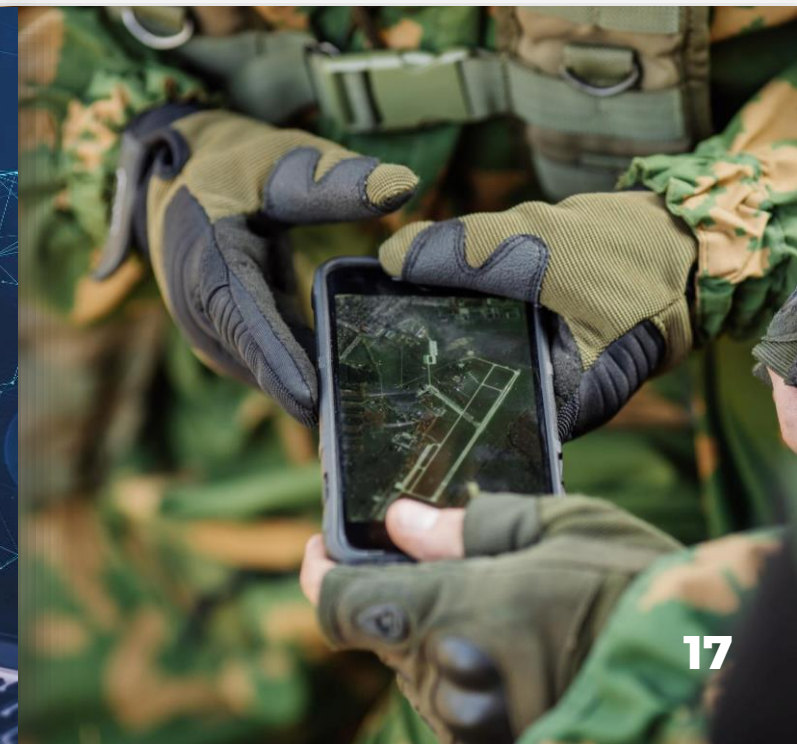
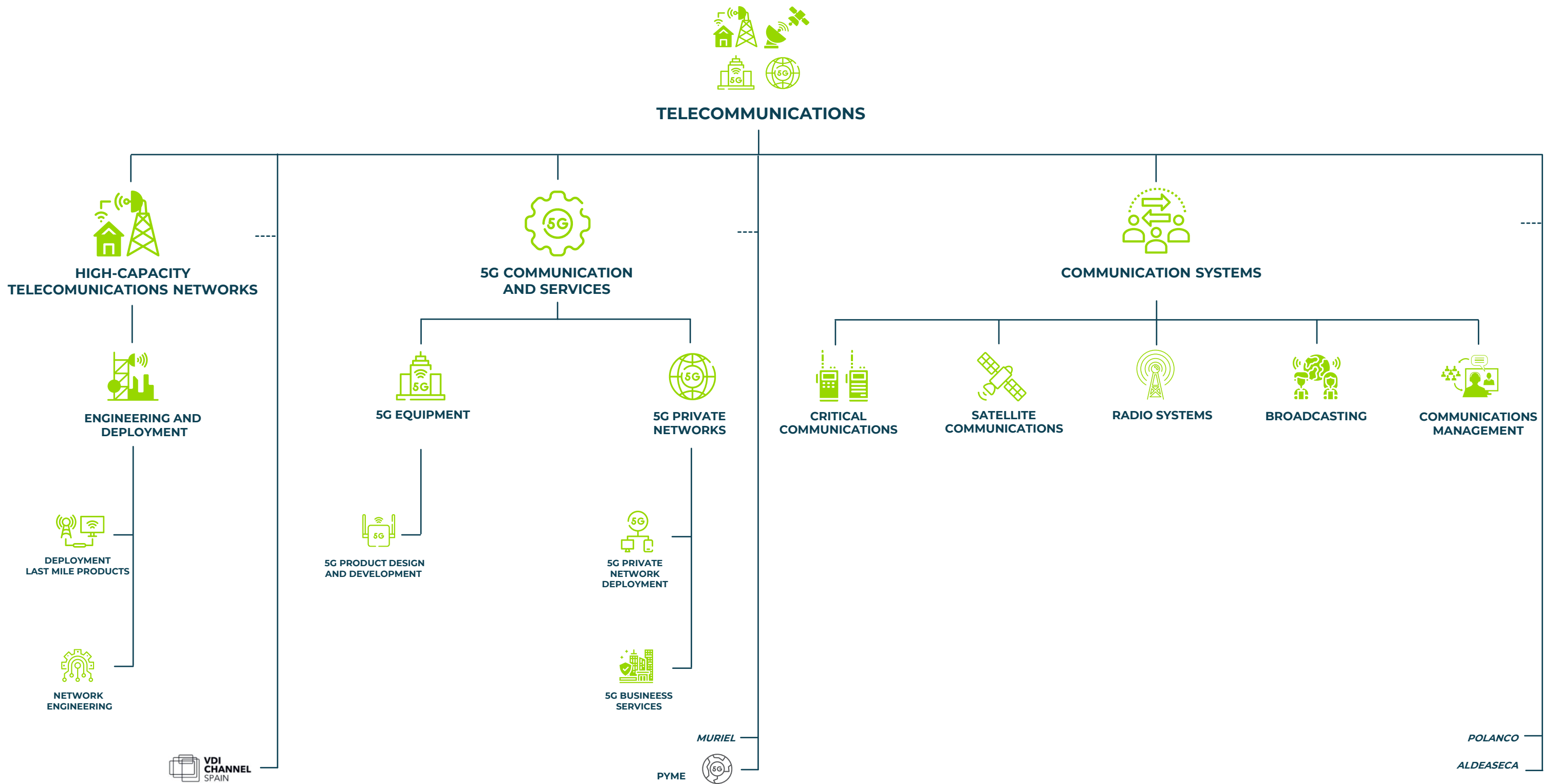


# TELECOMMUNICATIONS-CURRENT

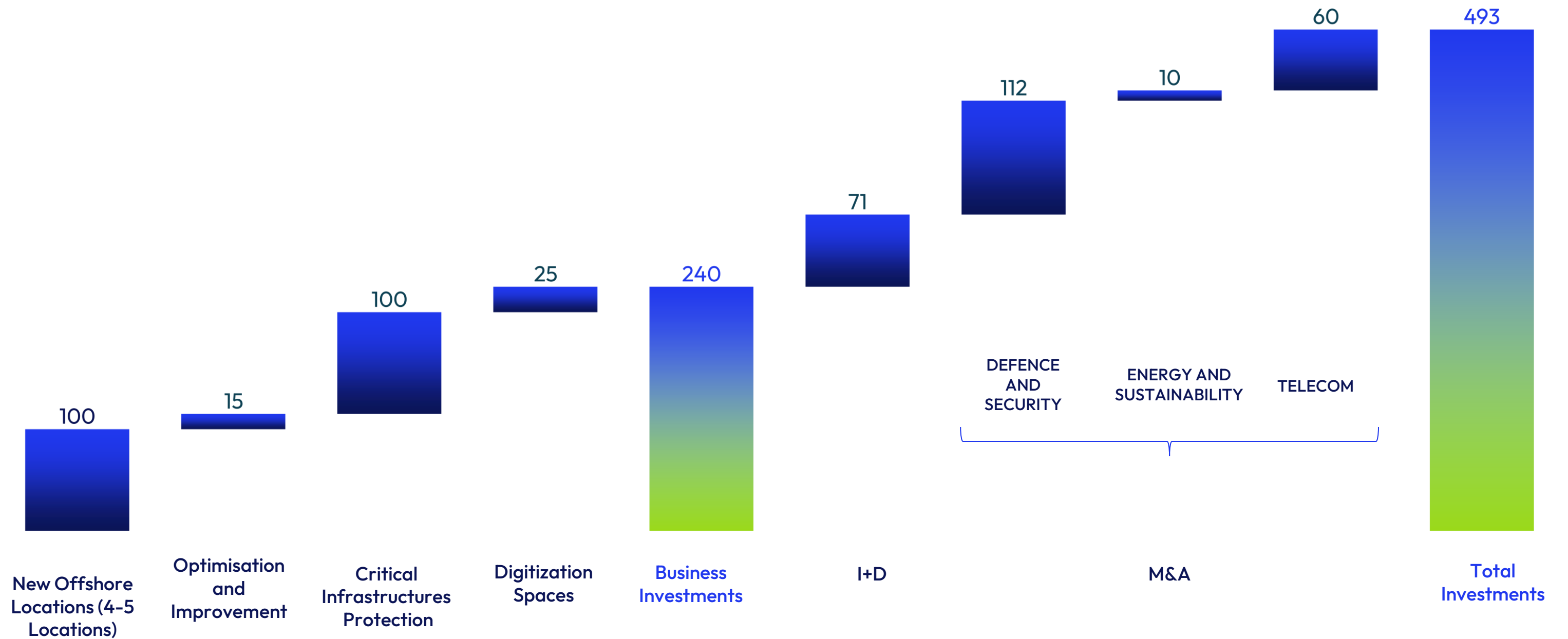




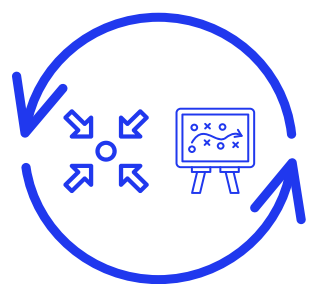
# TELECOMMUNICATIONS-GOAL



# FINANCIAL ASPECTS OF THE PLAN – INVESTMENTS



Note: Million Euros Figures



The 2023-2026 Strategic Plan foresees Business Investments worth 240€M and Strategic Investments worth 253€M



# FINANCIAL ASPECTS OF THE PLAN – SALES

Figures in millions of euros

Organic Inorganic

CAGR 22-26 organic

16%

CAGR 22-26 organic

19%

CAGR 22-26 organic

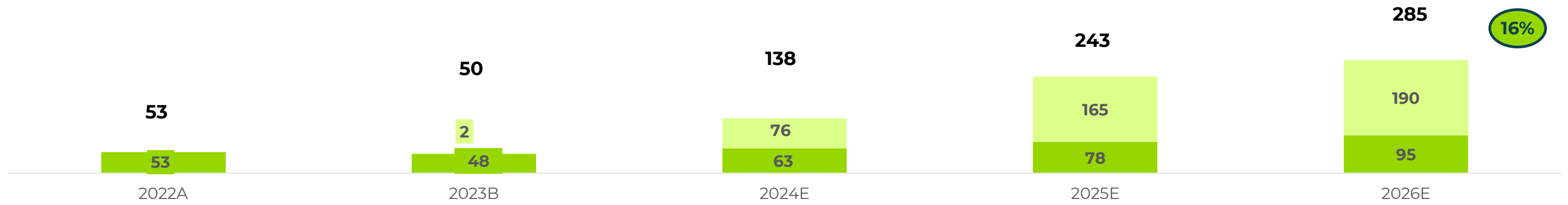
10%

CAGR 22-26 total

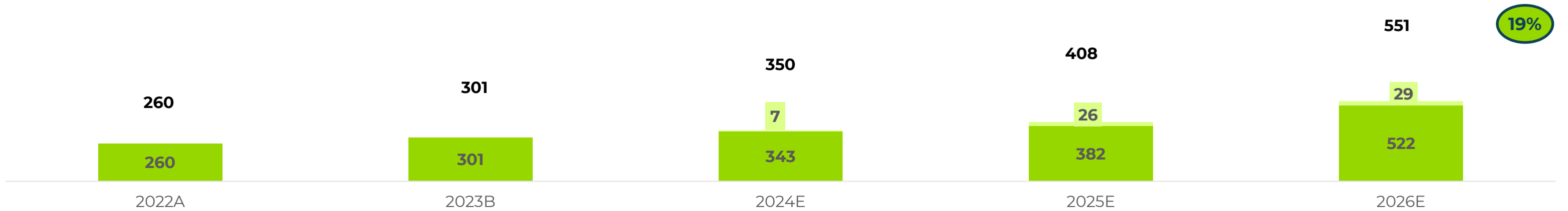
31%

18%

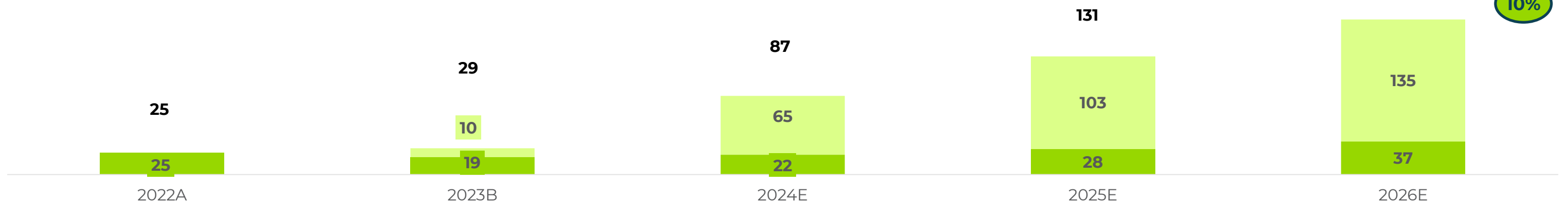
## DEFENCE AND SECURITY



## ENERGY AND SUSTAINABILITY

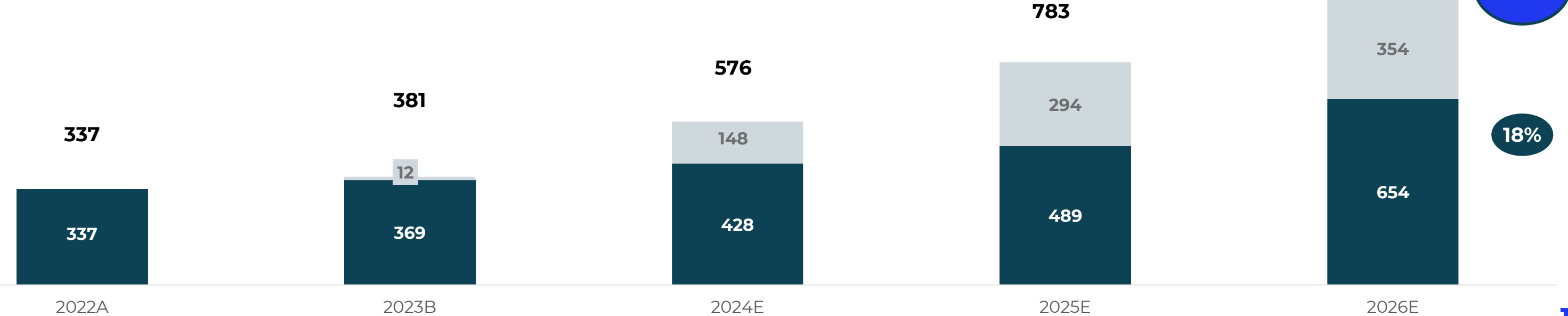


## TELECOMMUNICATIONS



## ADDED

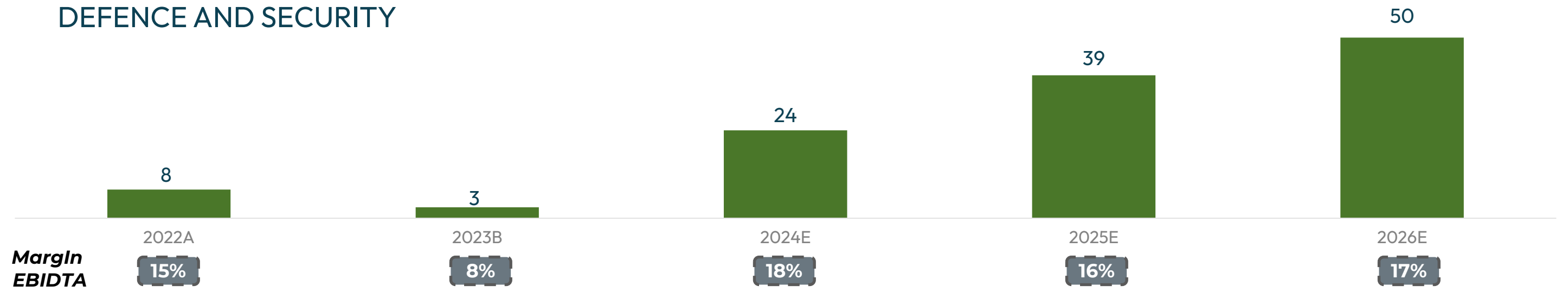
Organic Inorganic



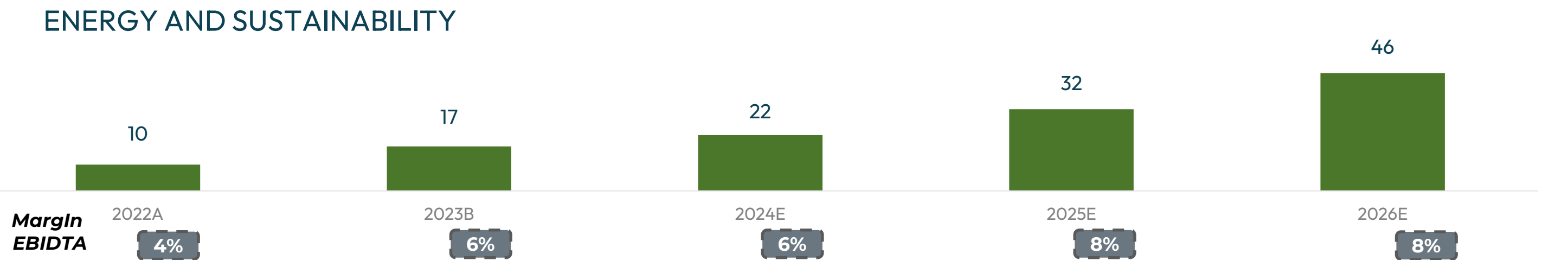
# FINANCIAL ASPECTS OF THE PLAN- EBITDA

Figures of millions of euros

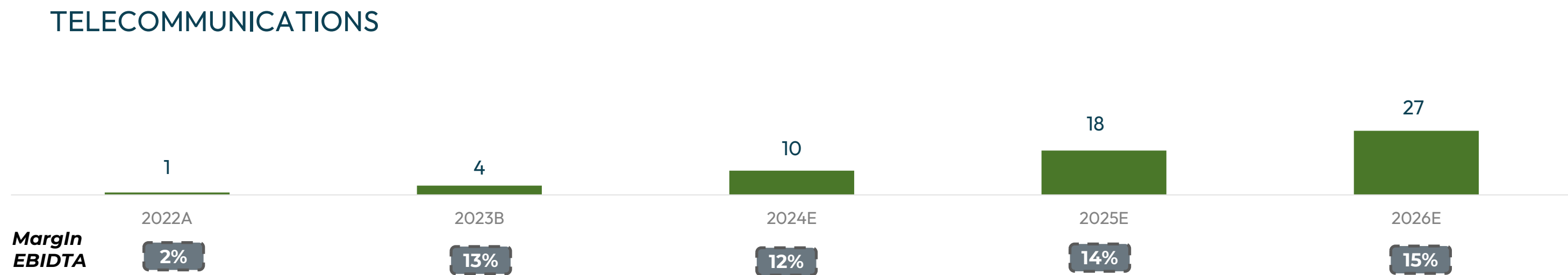
## DEFENCE AND SECURITY



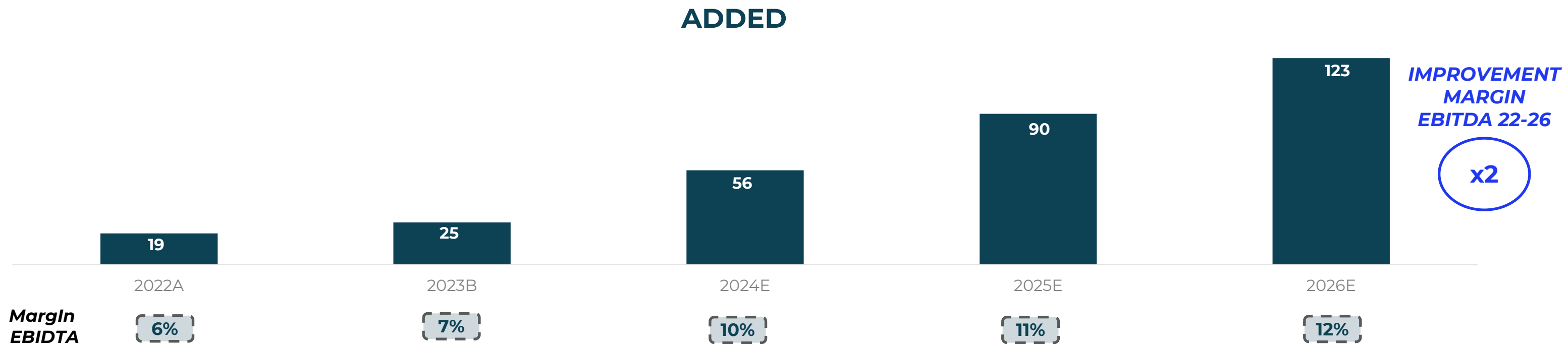
## ENERGY AND SUSTAINABILITY



## TELECOMMUNICATIONS



## ADDED

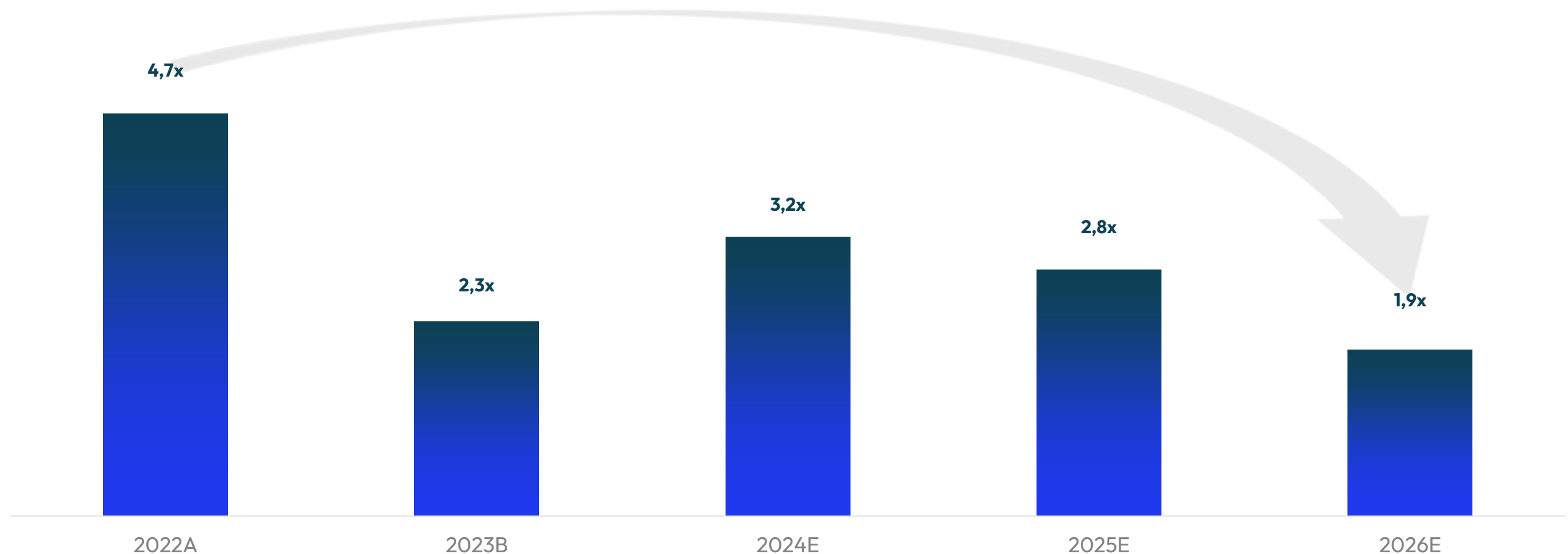


# FINANCIAL ASPECTS OF THE PLAN - FINANCIAL STRUCTURE

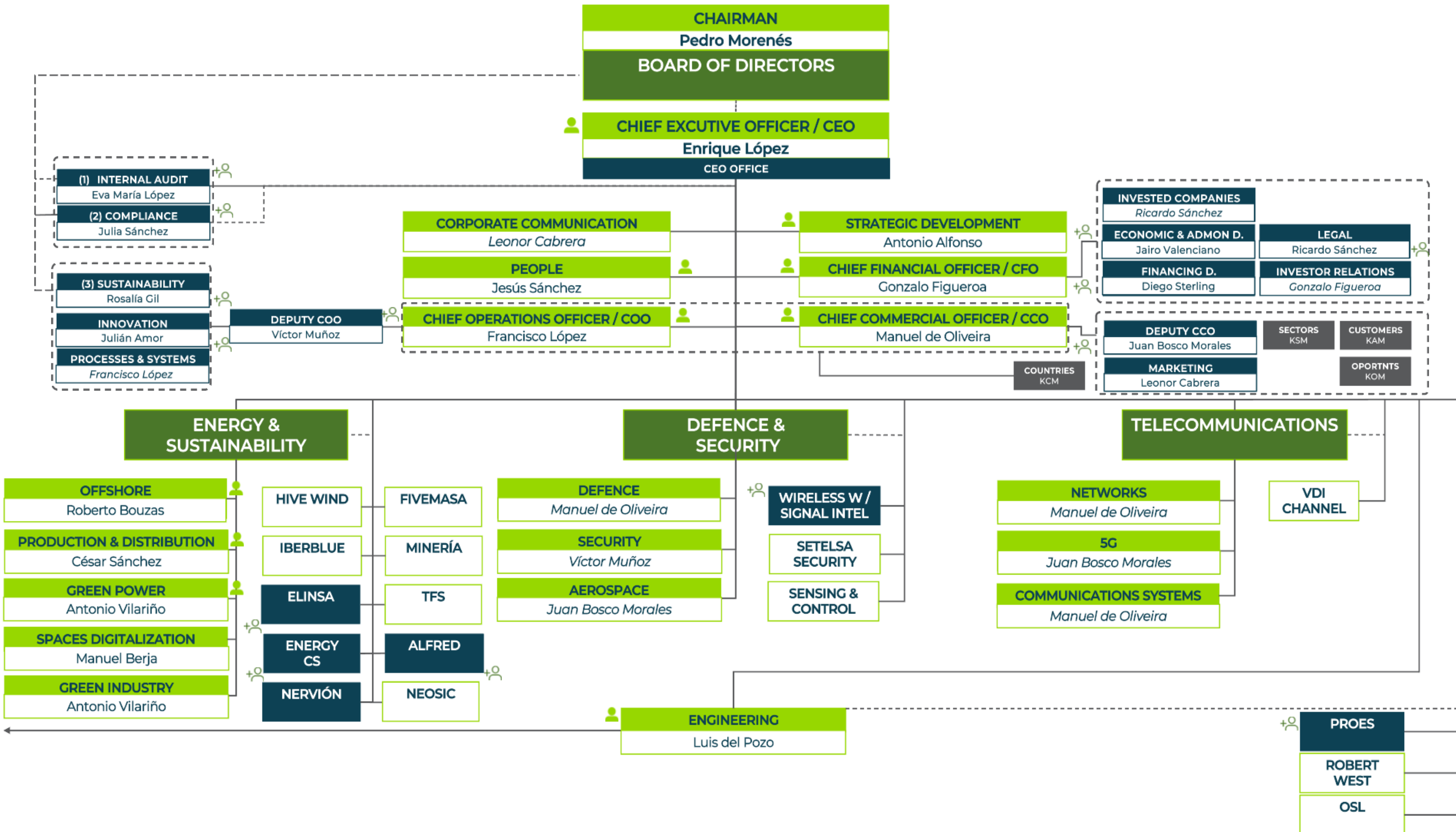
To undertake this plan, Amper's capital structure will be strengthened with the anchor shareholders, with the aim of reducing the current leverage levels, so that the Company's own growth will maintain debt ratios in a range of 2-3x EBITDA.

## Leverage (Net Financial Debt / EBITDA) – Including M&A transactions

**c.270M of EBITDA and c.100M de Cash Generation**  
In the period 23-26



# MODELO ORGANIZATIVO



# OUR TEAM

**Pedro Morenés**  
Presidente

**Enrique López**  
CEO

**Gonzalo Figueroa**  
CFO – Financial

**Francisco López**  
COO – Operations

**Manuel de Oliveira**  
CCO – Comercial

**Antonio Alfonso**  
Strategic Development

**Jesús Sánchez**  
People

**Víctor Muñoz**  
Security

**Roberto Bouzas**  
Offshore

**Antonio Vilariño**  
Green Power and  
Green Industry

**César Sánchez**  
Production and  
Distribution

**Manuel Berja**  
Digitization Spaces

**Luis del Pozo**  
Engineering

**Juan Bosco Morales**  
Aerospace and 5G





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