



2018 FIELD TRIP: MAXXAM ANALYTICS

Mississauga, Canada – September 20, 2018

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OUR AGENDA TODAY

#1

SAFETY BRIEFING

#2

**FOCUS ON
NORTH AMERICA**

#3

**MAXXAM ANALYTICS,
A BV GROUP COMPANY**

#4

OUR LABORATORIES

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Q&A





#1

SAFETY BRIEFING



#2

FOCUS ON NORTH AMERICA

Natalia Shuman, Executive Vice President,
Commodities, Industry & Facilities - North America

COUNTRY FOCUS / KEY FACTS

USA

GDP \$19.4 Trillion 24.0% of the total global GDP ¹	GDP Growth² +3.2%
Government Spending on Infrastructure 3% of GDP Annually	Services account for 80% of GDP
TIC Services \$43 Billion	TIC Growth 5.7% CAGR 2016 - 2024

- ▶ **Infrastructure:** 10-year \$1 Trillion plan
- ▶ **Construction:** 3.3% CAGR over 2015-2020
- ▶ **Chemical:** 310 projects and \$185 Billion in capital investment
- ▶ Industrial investment in the **U.S. Gulf Coast** is expected to hit \$51.9 Billion in 2018³
- ▶ **FSMA** is the most sweeping reform of FDA's **food safety** authority in more than 70 years
- ▶ **U.S. petroleum production** will account for 60% of global increase through 2023⁴

Sources: 1) World Bank 2) 2018 YTD as of June 30, 2018
3) Industrial Information Resources 4) International Energy Agency

COUNTRY FOCUS / KEY FACTS

CANADA

- ▶ **Infrastructure:** 12-year \$180 billion plan
- ▶ **Construction:** 4.8% CAGR by 2022
- ▶ **Digital Innovation** changing the development and delivery of TIC services
- ▶ Canada is the world's **5th largest crude oil and natural gas producer**
- ▶ **Food and Beverage Processing** is the largest manufacturing industry in Canada, with annual sales of \$112 billion

GDP

**\$1.8
Trillion**

2.2% of the total
global GDP¹

GDP Growth¹

+3.0%

Government Spending
on Infrastructure

**5.6%
of GDP**
Annually

Services account for

**70%
of GDP**

TIC Services

**\$10.7
Billion**

TIC Growth

7.4%
CAGR
2016 - 2024

*All figures in US\$
1) Full-year 2017*



NORTH AMERICA KEY MARKET TRENDS

- ▶ Stabilizing Oil, Gas and Chemicals Sector
- ▶ Demand for visibility of the Supply Chain
- ▶ Social responsibility & corporate culture impact TIC
- ▶ Disruptive technologies in Automotive and Transportation
- ▶ Cyber security risks, digital opportunities and challenges



NORTH AMERICA MARKET PRESENCE



130 Offices & Labs



8,000 Employees

Northwest

Top 10 players in HSE consulting services

West Coast

Largest provider of Code Compliance services on the West Coast and Texas

Arizona

Leader in B&I Project Management

Gulf states

Top 3 O&G TIC Player
Own 16% of Oil Condition Monitoring US Market

Midwest

Accelerating food testing expansion footprint in US

Virginia

Leader in Data Center Commissioning

Northeast

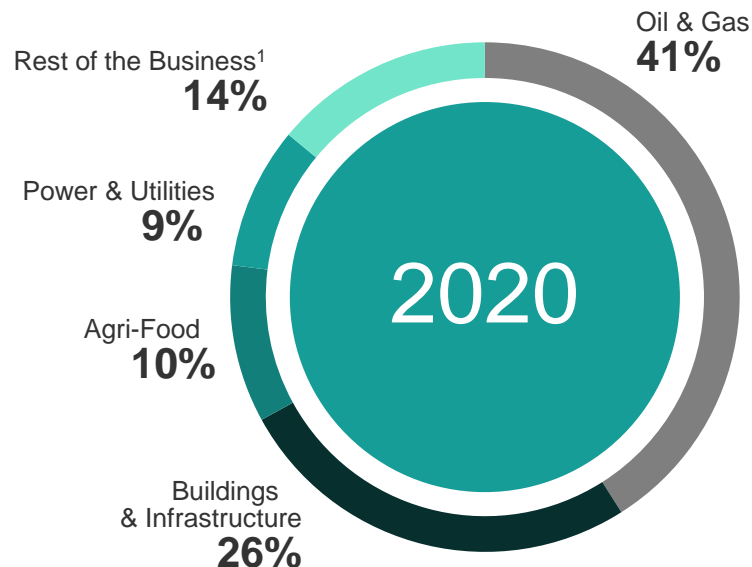
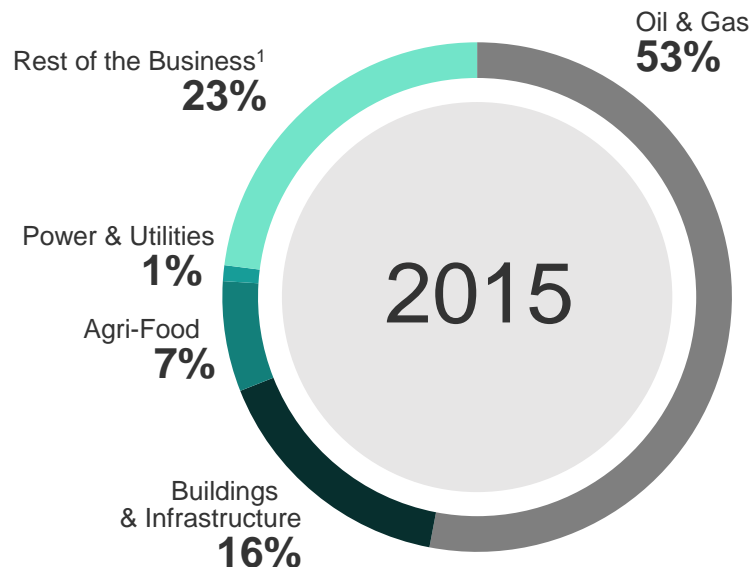
Largest provider of elevator inspection services

Canada

Own 44% of food testing and 66% of environmental testing market in Canada

PORTFOLIO MIX

AMBITION TO GROW AND DIVERSIFY



- Throughout 2020: major Expansion of Buildings & Infrastructure, Agri-Food and Power & Utilities

2020 data as presented during December 2017 Investor Days

1) Rest of Business includes Industrials, Services, Metals & Minerals and other industries

2018 FIELD TRIP: MAXXAM ANALYTICS

2020 AMBITION

PROGRESS MADE IN THE PLAN'S DEPLOYMENT

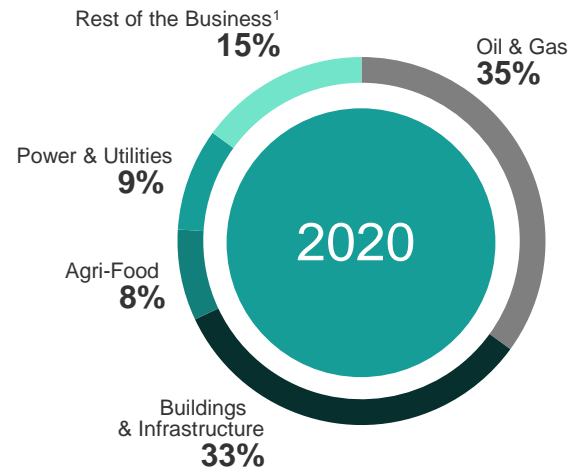
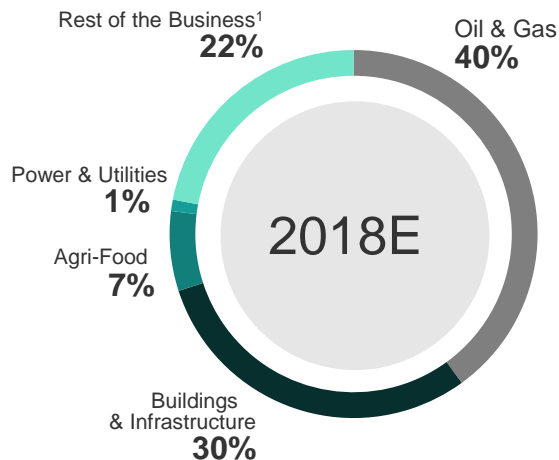
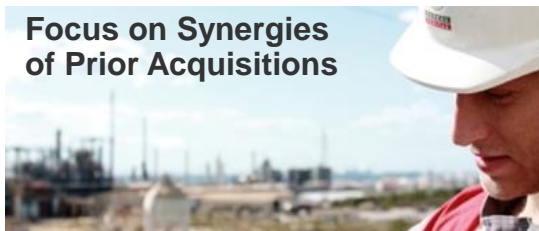
Portfolio Diversification



Greenfield Operations in the US



Focus on Synergies of Prior Acquisitions



2020 data presented after taking into account Bureau Veritas recent acquisitions in North America

1) Rest of Business includes Industrials, Services, Metals & Minerals and other industries

2018 FIELD TRIP: MAXAM ANALYTICS

2020 AMBITION

ACTIONS TAKEN TO DIVERSIFY THE PORTFOLIO



PRIMARY INTEGRATION

“A leader in Data center commissioning with an exceptional industry reputation and technical capabilities leading”

\$29.6m Annual Revenue

Positive impact on Group EBITA margin



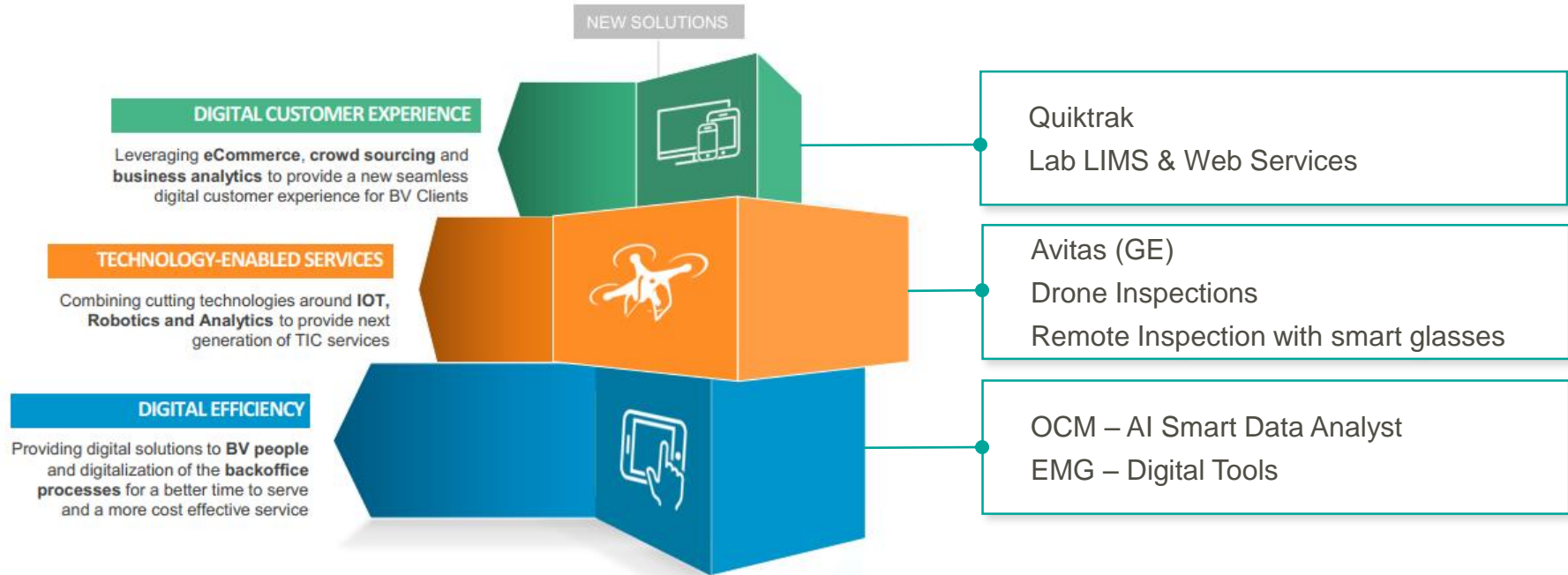
“A leading Provider of Technical Assessment & Project Management Services”

\$84.0m Annual Revenue

Positive impact on Group EBITA margin

2020 AMBITION

DIGITAL INITIATIVES TAKEN IN NORTH AMERICA





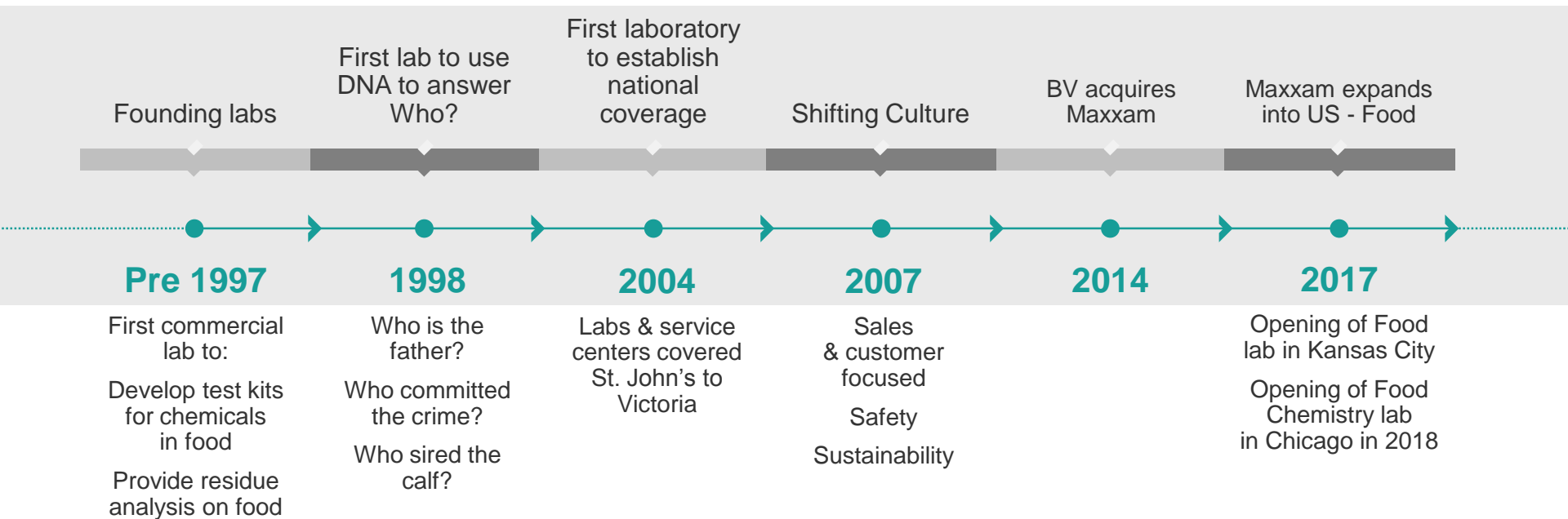
#3

MAXXAM ANALYTICS, A BV GROUP COMPANY

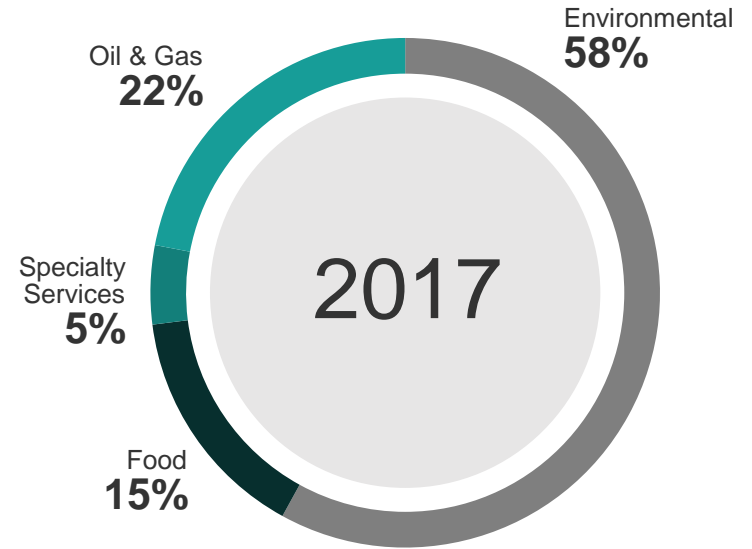
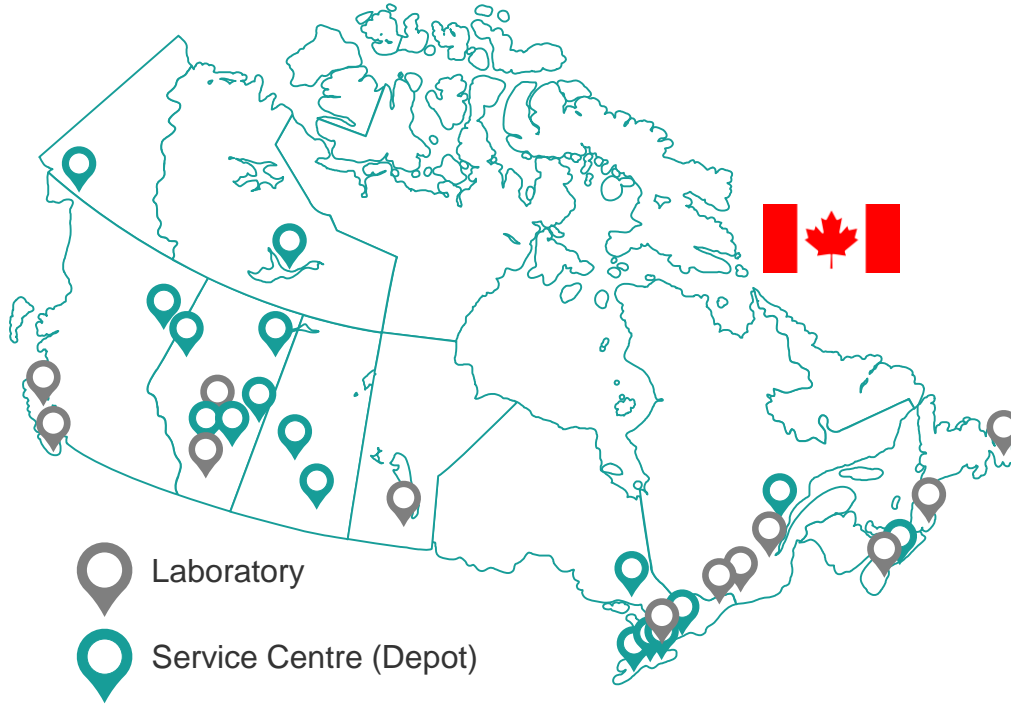
Donna Garbutt, Canada Country Executive

HISTORY

MAXXAM BEGINNINGS & EVOLUTION



MAXXAM ANALYTICS PRESENCE & REVENUE SPLIT





SUBWAY®

*“Subway’s source for accurate
and reliable food safety testing”*



BUREAU
VERITAS

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*“Providing turnkey laboratory
services for North America’s
newest refinery”*



BUREAU
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Port Credit WEST VILLAGE PARTNERS

*“Environmental laboratory partner
for one of Canada’s largest planned
communities and brownfield
redevelopment projects”*



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DIGITAL DIGITAL IS FULLY EMBEDDED IN MAXXAM

Increasingly Commoditized

Quality Assurance



Accuracy

Lab Operations



Timeliness

Scope of Services



Availability

Differentiator

Digital Solutions



Ease of Access

► Information is our product

DIGITAL DIGITAL IS FULLY EMBEDDED IN MAXXAM



Governance

- Alignment to core strategy
- Disciplined prioritization



Execution

- On-going and accelerating investment
- Dedicated teams building scalable solutions



Results Oriented

- Focus on outcome & Lessons Learned



Automation

- Generation and delivery of notifications, confirmations, analytical reports and invoices
- Sample workflow
- Data transfer across the lab network
- Data validations

Machine Learning

- Driving operational efficiency with machine learning based workflow automation

Customer Experience

- Web enabled services providing customers with channel choice
- API enabled for customer and partner integration

MARKET POTENTIAL FOR FUTURE GROWTH

Base Business

► Geographic Expansion

4 new food labs opening
in North America in 2018

► Laboratory Management

Petroleum – outsourced laboratory
management services worldwide

Technology

► Customer Experience

Online Sample submission,
report delivery & customer feedback

► New Service Offerings

Partnerships – ClearLabs
(Food authenticity)



#4

OUR LABORATORIES

Donna Garbutt, Canada Country Executive

LAB VISITS

WHAT YOU WILL SEE TODAY



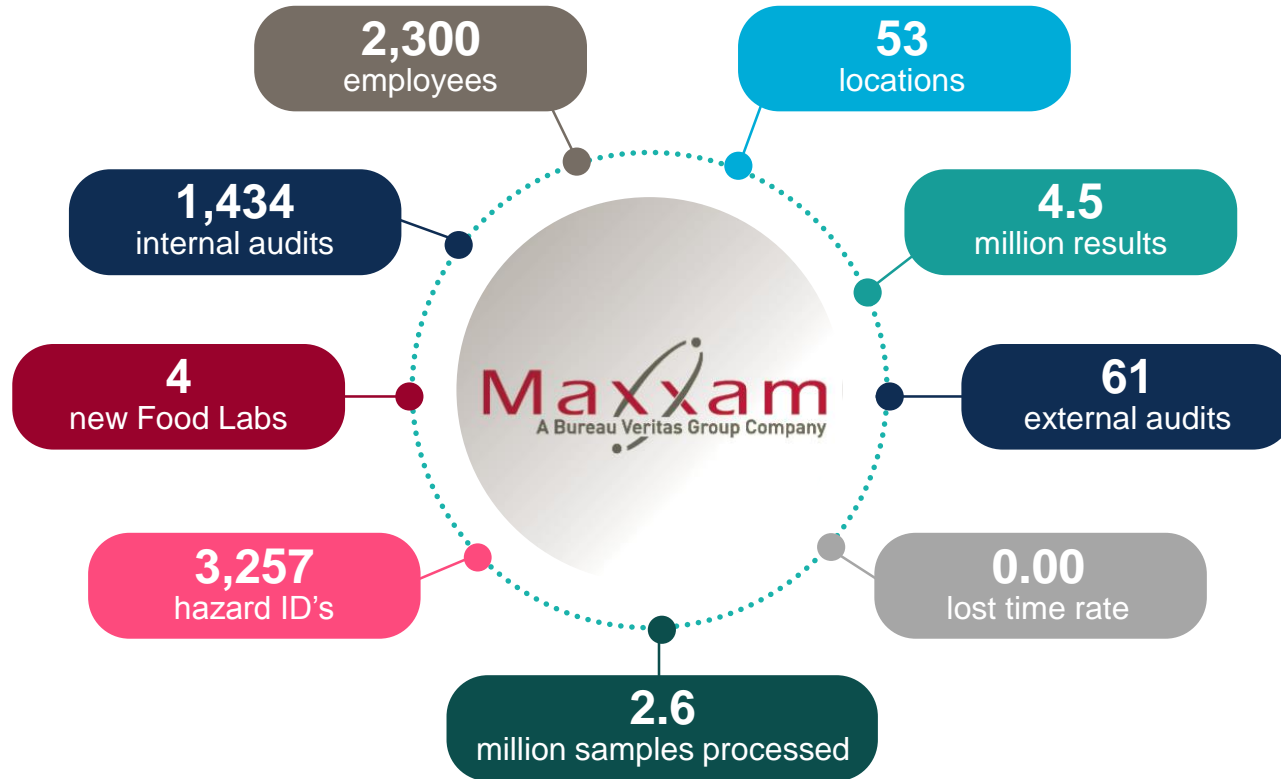
Environmental lab



Food lab



OUR LABORATORIES KEY FIGURES



ENVIRONMENT & FOOD LABS

WHAT YOU WILL SEE

- ▶ State of the art equipment & instrumentation
- ▶ Proprietary analytical methods
- ▶ Progressive quality system
- ▶ Adaptive, custom information management system
- ▶ Scientific professionals, management & support staff
- ▶ A safe and nurturing environment for employees



SAFETY RULES WHICH MUST BE RESPECTED

- ▶ Must stay in group
- ▶ Safety glasses & lab coats must be worn at all times
- ▶ Do not touch any surfaces in the laboratory
- ▶ Wash hands before entering & upon exiting the Food lab
- ▶ Please, no pictures





#5

Q&A



Move Forward with Confidence