2017

Q1 2017 Revenue
April 27, 2017
Highlights
Q1 2017 Highlights

- **Group revenue at €1.14 bn, up 7.4% y/y**
- **Return to organic revenue growth, at +1.9%**
  - 4 out of 6 businesses posting organic growth
  - 3 businesses growing above 4%: Certification, B&I, Consumer Products
  - 5 Growth Initiatives up 4.6%, solid commercial wins
  - Q1 benefited from a positive calendar effect, reversal in Q2
- **External growth of +3.5%**
  - 3 acquisitions YTD supporting B&I / Agri-Food / SmartWorld Initiatives
- **Currency impact of +2.0%**
  - Appreciation of USD and pegged currencies as well as some emerging countries’ currencies against the Euro
- **FY 2017 Outlook is confirmed and mid-term ambition remains a key focus**
Q1 2017 Revenue Growth

(in € millions)

Q1 2016: 1,059.4
Organic*: +1.9%
Acquisitions: +3.5%
Currencies: +2.0%
Q1 2017: 1,138.0

*Organic growth is the increase in revenue versus last year, at constant currency and scope (i.e. acquisitions excluded)
# Q1 2017 revenue growth by business

<table>
<thead>
<tr>
<th>% revenue</th>
<th>Business</th>
<th>Organic</th>
<th>Acquisitions</th>
<th>@ constant currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>7%</td>
<td>Certification</td>
<td>10.6%</td>
<td></td>
<td>+10.8%</td>
</tr>
<tr>
<td>24%</td>
<td>Building &amp; Infrastructure</td>
<td>4.5%</td>
<td>3.8%</td>
<td>+8.3%</td>
</tr>
<tr>
<td>13%</td>
<td>Consumer Products</td>
<td>4.0%</td>
<td>2.7%</td>
<td>+6.7%</td>
</tr>
<tr>
<td>23%</td>
<td>Agri-Food &amp; Commodities</td>
<td>0.6%</td>
<td>7.8%</td>
<td>+8.4%</td>
</tr>
<tr>
<td>9%</td>
<td>Marine &amp; Offshore</td>
<td>(1.4)%</td>
<td>1.6%</td>
<td>+0.2%</td>
</tr>
<tr>
<td>24%</td>
<td>Industry</td>
<td>(1.8)%</td>
<td>1.5%</td>
<td>(0.3)%</td>
</tr>
<tr>
<td>100%</td>
<td>Total Group</td>
<td>1.9%</td>
<td>3.5%</td>
<td>+5.4%</td>
</tr>
</tbody>
</table>
Business Review
Marine & Offshore

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**Q1 2017 HIGHLIGHTS**

- **New Construction:** Equipment certification buffering mid-single digit decline in new-build activity
- **Core In-Service:** slight positive growth
- **Offshore:** reduction in risk assessment studies
- Decline of Order book, growing share of Tankers, Passenger vessels

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**KEY FINANCIALS**

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017</th>
<th>Q1 2016</th>
<th>Var.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>97.1</td>
<td>97.7</td>
<td>(0.6)%</td>
</tr>
<tr>
<td>Organic</td>
<td></td>
<td></td>
<td>(1.4)%</td>
</tr>
<tr>
<td>Acquisition</td>
<td>1.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Currencies</td>
<td></td>
<td>(0.8)%</td>
<td></td>
</tr>
</tbody>
</table>

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**2017 MARKET / BV OUTLOOK**

- **New Construction under pressure**
  - Decline set to accelerate (comps)
  - Most impacted ship categories: Bulk, Container
  - Passenger ship healthy
- **In-service: classed fleet up** (GRTm)
- New regulations: Water Ballast, MRV from end 2017 onwards

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**BV 2020 MILESTONE / KEY FIGURES**

<table>
<thead>
<tr>
<th></th>
<th>March 16</th>
<th>March 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Million gross tons (GRTm)</td>
<td>0.9</td>
<td>1.3</td>
</tr>
<tr>
<td>New orders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Order book</td>
<td>15.9</td>
<td>13.1</td>
</tr>
<tr>
<td>In-Service fleet</td>
<td>111.6</td>
<td>115.5</td>
</tr>
</tbody>
</table>

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Q1 Commercial wins

- FSO in Africa
- FSRU in Turkey
- Marine Renewables in France
Agri-Food & Commodities

**Q1 2017 HIGHLIGHTS**

- **O&P (+2.2% organic):** good growth in Europe
- **M&M (+2.3%):** Trade positive, Upstream good growth (excl. Coal), Australia-driven
- **Agri-Food (-3.8%):** contract termination in Latam, bad crop conditions, seasonal slowdown in Europe fertilizers, Food growth
- **GS (-2.6%):** volumes/value of Imports to Western Africa, decline in Iraqi contract

**2017 MARKET / BV OUTLOOK**

- **Environment to improve in 2017**
  - M&M recovery supported by commodities prices
  - O&P market share gains, new services, new locations against challenging comps
  - Agri-Food positive growth

**KEY FINANCIALS**

<table>
<thead>
<tr>
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<th>Q1 2016</th>
<th>Var.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organic</td>
<td>263.6</td>
<td>236.4</td>
<td>11.5%</td>
</tr>
<tr>
<td>Organic</td>
<td></td>
<td></td>
<td>0.6%</td>
</tr>
<tr>
<td>Acquisition</td>
<td></td>
<td></td>
<td>7.8%</td>
</tr>
<tr>
<td>Currencies</td>
<td></td>
<td></td>
<td>3.1%</td>
</tr>
</tbody>
</table>

- **5.5% exposure to Agri-Food** as % of Group revenue
- **7.8% M&A growth in Q1 from Agri-Food** (consolidation of DTS, KMA and Schutter)

*Covered by the Initiatives ie incl. certification

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Q1 2017 Revenue April 27, 2017
Q1 2017 HIGHLIGHTS

- O&G Capex decline: -9% at Group level
  - Lower pace of decline in the Americas
  - Australia decline: contract end
- O&G Opex: price pressure vs. volume increase
  - Strong growth in P&U, Transportation

2017 MARKET / BV OUTLOOK

- Slightly negative growth expected
  - O&G Capex: NOC / Majors not resuming / tail end of large contracts
  - O&G Opex: volume (+), Price (-)
  - P&U well oriented (Europe Nuclear)
  - Diversification gradually paying off

BV 2020 MILESTONE / KEY FIGURES

Opex Growth Initiative

+4.9%*

Return to positive growth in LATAM thanks to diversification

*Organic revenue growth

Q1 commercial win

- Oil & Gas: contract with Petrobras to provide shop inspection in Brazil
- Contract with Saudi Aramco Total Refining & Petrochemical Company in Oil & Gas Opex
Building & Infrastructure

**Q1 2017 HIGHLIGHTS**

- **Building in-service** (43%): GDP-like growth
- **Construction-related activities** (57%): stronger organic growth, led by Asia, Latin America
- China growth (+10% organic) in energy and infrastructure project management
- France subdued growth: lack of housing starts / pre-election “wait and see” attitude

**BV 2020 MILESTONE / KEY FIGURES**

- +27% organic growth in LATAM: regional expansion in new construction in Chile, Colombia and Argentina

**2017 MARKET / BV OUTLOOK**

- Order book points to accelerating growth in Europe
- Good level of sales in France
- LATAM good outside Brazil
- China infrastructure spend support
- US infrastructure potential

**KEY FINANCIALS**

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017</th>
<th>Q1 2016</th>
<th>Var.</th>
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</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>268.1</td>
<td>245.8</td>
<td>9.1%</td>
</tr>
<tr>
<td>Organic</td>
<td></td>
<td></td>
<td>4.5%</td>
</tr>
<tr>
<td>Acquisition</td>
<td>3.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Currencies</td>
<td>0.8%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Currencies**

- North America
- Europe
- Africa, ME & EE
- Asia-Pacific
- Latam

**Q1 Acquisition**

Shanghai Project Management - a company specialized in construction project supervision for industrial assets

Q1 2017 Revenue April 27, 2017

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Q1 2017 HIGHLIGHTS

- Strong performance across all major service categories and regions (notably LATAM)
- Positive calendar effect
- QHSE, Customized Solutions & Training: strong growth led by Standards renewals
- Supply Chain & Sustainability: good growth, buoyed by Food, Energy management, Green house gas certification
- Positive contribution of large contracts with international companies

2017 MARKET / BV OUTLOOK

- Robust growth forecasted (at a lower pace than in Q1)
  - 2015-16 standard revisions
  - Innovation and new services (risk management, data privacy)
  - Launch of E-commerce platform
  - Global Certification contracts
  - Support from ‘brand protection’ thematic

KEY FINANCIALS

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017</th>
<th>Q1 2016</th>
<th>Var.</th>
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</thead>
<tbody>
<tr>
<td>Revenue Organic</td>
<td>87.0</td>
<td>78.7</td>
<td>10.5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>10.6%</td>
</tr>
<tr>
<td>Acquisition</td>
<td>0.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Currencies</td>
<td>(0.3)%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- 25% QHSE
- 45% Supply Chain & Sustainability
- 30% Customized Solutions & Training

BV 2020 MILESTONE / KEY FIGURES

- #5 countries: where customers can order Certification directly through E-commerce platform

Q1 commercial win

First certification contract of floating offshore wind turbines with EDF-EN
Consumer Products

**Q1 2017 HIGHLIGHTS**

- Robust organic growth across all regions and categories
- **E&E** best performer: Auto and Mobile testing
- **Softlines** robust growth
- **Hardlines** strong performance, more than offsetting decline in Toys
- China domestic growing contribution led by Auto

**2017 MARKET / BV OUTLOOK**

- Robust growth expected
- Challenging (price) environment with retailers; mature toys segment
- Easier comps in H1 for E&E
- Expansion in strategic markets (auto, domestic China)
- SmartWorld support

**KEY FINANCIALS**

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017</th>
<th>Q1 2016</th>
<th>Var.</th>
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</thead>
<tbody>
<tr>
<td><strong>Revenue Organic</strong></td>
<td>145.0</td>
<td>132.6</td>
<td>9.4%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4.0%</td>
</tr>
<tr>
<td><strong>Acquisition</strong></td>
<td>2.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Currencies</strong></td>
<td>2.7%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Q1 Acquisition**

*Organic revenue growth*
Outlook
Confirmed 2017 Outlook

- Full-year organic revenue growth expected to be slightly positive
  - Growth in Q2 2017 will be penalized by an adverse calendar effect and deterioration of the Marine revenue
- Full-year adjusted operating margin c.16%
- Full-year cash flow generation to improve from FY 2016
Appendix
# Revenue by business

## Q1 2017

<table>
<thead>
<tr>
<th>Business</th>
<th>€m</th>
<th>Organic</th>
<th>Scope</th>
<th>FX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marine &amp; Offshore</td>
<td>97.1</td>
<td>(1.4)%</td>
<td>1.6%</td>
<td>(0.8)%</td>
</tr>
<tr>
<td>Agri-Food &amp; Commodities</td>
<td>263.6</td>
<td>0.6%</td>
<td>7.8%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Industry</td>
<td>277.2</td>
<td>(1.8)%</td>
<td>1.5%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Building &amp; Infrastructure</td>
<td>268.1</td>
<td>4.5%</td>
<td>3.8%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Certification</td>
<td>87.0</td>
<td>10.6%</td>
<td>0.2%</td>
<td>(0.3)%</td>
</tr>
<tr>
<td>Consumer Products</td>
<td>145.0</td>
<td>4.0%</td>
<td>2.7%</td>
<td>2.7%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td>1,138.0</td>
<td>1.9%</td>
<td>3.5%</td>
<td>2.0%</td>
</tr>
</tbody>
</table>
Q1 2017 Overview of BV 2020 Growth Initiatives

(in € millions)

- **Base business**: contributing +0.6pts to organic growth
  - Q1 2016: 1059.4
  - Growth Initiatives: 6.6

- **5 Growth initiatives**: contributing +1.3pts to organic growth
  - Acquisitions: 37.1
  - Currency: 21.2

- **Total Q1 2017**: 1138.0

**Q1 2017 Overview**

- **Organic growth**
  - Q1 2016: +0.9%
  - Q1 2017: +4.6%
Q1 2017 Revenue by main currencies

Q1 2017 REVENUE BY CURRENCY

- EUR 29%
- USD (and pegged) 19%
- CNY 10%
- GBP 4%
- AUD 4%
- BRL 4%
- CAD 3%
- CLP 3%
- INR 2%
- JPY 2%
- KRW 2%
- SGD 2%
- TWD 2%
- TRY 1%
- COP 1%
- ARS 1%
- OTHER 13%

CURRENCY CHANGE Y/Y

- USD (and pegged) 3.5%
- CNY -1.7%
- CAD 7.4%
- GBP -10.4%
- AUD 8.8%
- BRL 10.6%
- CLP 10.6%
- SGD 2.6%
- JPY 4.9%
- KRW 7.9%
- TWD 4.4%
- ARS 10.3%
- TRY 15.3%
- COP 15.3%

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Q1 2017 Revenue April 27, 2017
# 12 Acquisitions in 2016 & YTD

<table>
<thead>
<tr>
<th>2016</th>
<th>Growth Initiative</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCD</td>
<td>UK</td>
<td>€10m</td>
</tr>
<tr>
<td>Chongqing Liansheng</td>
<td>China</td>
<td>€30m</td>
</tr>
<tr>
<td><strong>Building &amp; Infrastructure</strong></td>
<td><strong>SPM</strong></td>
<td>China</td>
</tr>
<tr>
<td>Summit</td>
<td>USA</td>
<td>€13m</td>
</tr>
<tr>
<td><strong>OPEX O&amp;G/Power/Chem.</strong></td>
<td><strong>Schutter</strong></td>
<td>Netherlands</td>
</tr>
<tr>
<td>DTS</td>
<td>Australia</td>
<td>€35m</td>
</tr>
<tr>
<td>KMA</td>
<td>Brazil</td>
<td>€13m</td>
</tr>
<tr>
<td><strong>Agri-Food</strong></td>
<td><strong>Automotive</strong></td>
<td><strong>Marine &amp; Offshore</strong></td>
</tr>
<tr>
<td>VEO</td>
<td>China</td>
<td>€8.5m</td>
</tr>
<tr>
<td>TMC</td>
<td>UK</td>
<td>€8.5m</td>
</tr>
<tr>
<td>MAC</td>
<td>Scotland</td>
<td>€6m</td>
</tr>
<tr>
<td>CEPAS</td>
<td>Italy</td>
<td>&lt; €1m</td>
</tr>
<tr>
<td>SIEMIC</td>
<td>USA</td>
<td>€9.5m</td>
</tr>
</tbody>
</table>

**2016: €124m - c3% of annualized revenue**

* Closed on Feb. 21 2017

**YTD 2017: c€95m – c2% of annualized revenue**
Ownership at March 31, 2017

- Treasury shares: 1.4%
- Wendel: 40.7%
- Managers and employees: 56.0%
- Free float: 1.9%
Glossary

**Organic growth** is the increase in revenue versus last year, at constant currency and scope (i.e. acquisitions excluded)

**Adjusted Operating Profit (AOP)** excludes amortization of acquisition intangibles, goodwill impairment, restructuring, acquisition and disposal-related items (non-recurring items)

**Adjusted Operating Margin** is defined as Adjusted Operating Profit / Revenue

**Adjusted Net Profit** is defined as net profit adjusted for non-recurring items, after tax

**Adjusted Net Debt** is defined as net financial debt after currency hedging instruments, as defined in the calculation of banking covenants

**y/y**: year-on-year

**GRT (Marine)**: Gross Register Ton

**MRV**: Monitoring, Reporting and Verification

**FSO**: Floating Storage & Offloading

**FSRU**: Floating Storage & Regasification Unit

**O&G**: Oil & Gas

**O&P**: Oil & Petrochemicals

**P&U**: Power & Utilities

**M&M**: Metals & Minerals

**E&E**: Electrical & Electronics

**B&I**: Building & Infrastructure

**GS**: Government Services

**QHSE**: Quality, Health, Safety, Environment
Upcoming events

Shareholders’ meeting - May 16, 2017
Dividend payment date - May 22, 2017
H1 2017 results - July 28, 2017

Q3 2017 trading update - October 25, 2017
Investor Days - H2 2017

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