







bouvet

# Interim presentation Fourth quarter 2020

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19 February 2021

Per Gunnar Tronsli, CEO  
Erik Stubø, CFO





Birgitte Fonager 🎤



Bente Nordahl



Roger Kaspersen



Helle Stam Faugstad 🎤



Marit C. Synnevåg 🎤



Linn Granly Fredriksen



Siri Benjaminsen



Malin Guntveit 🎤



Else Wiik Eckhoff



Siri H. Ulltveit-Moe 🎤



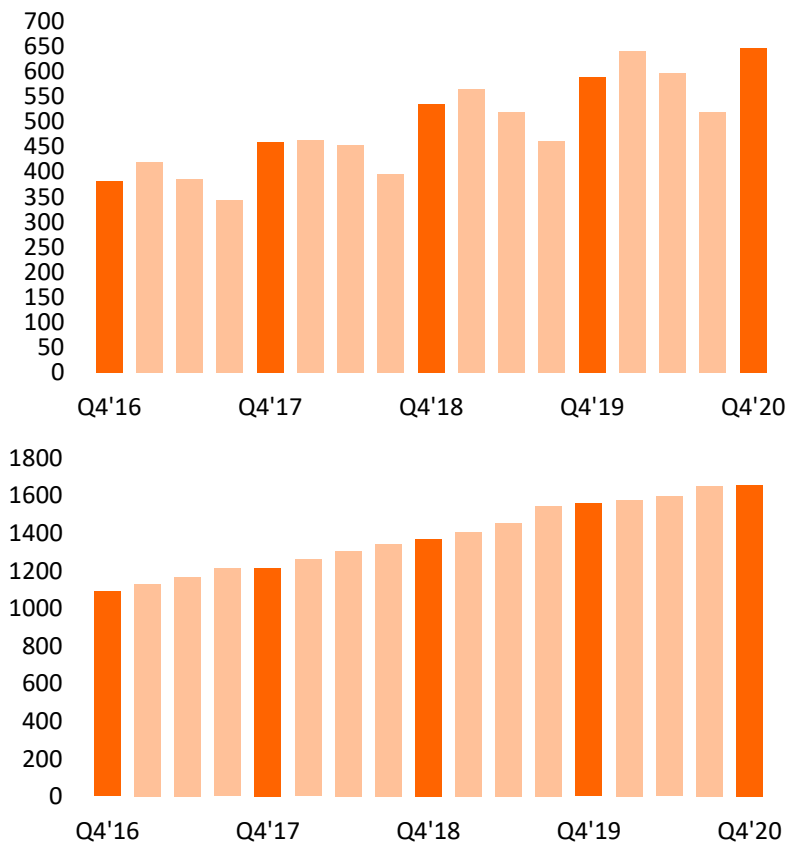
Nina Lilledahl Khan

# Highlights in the quarter

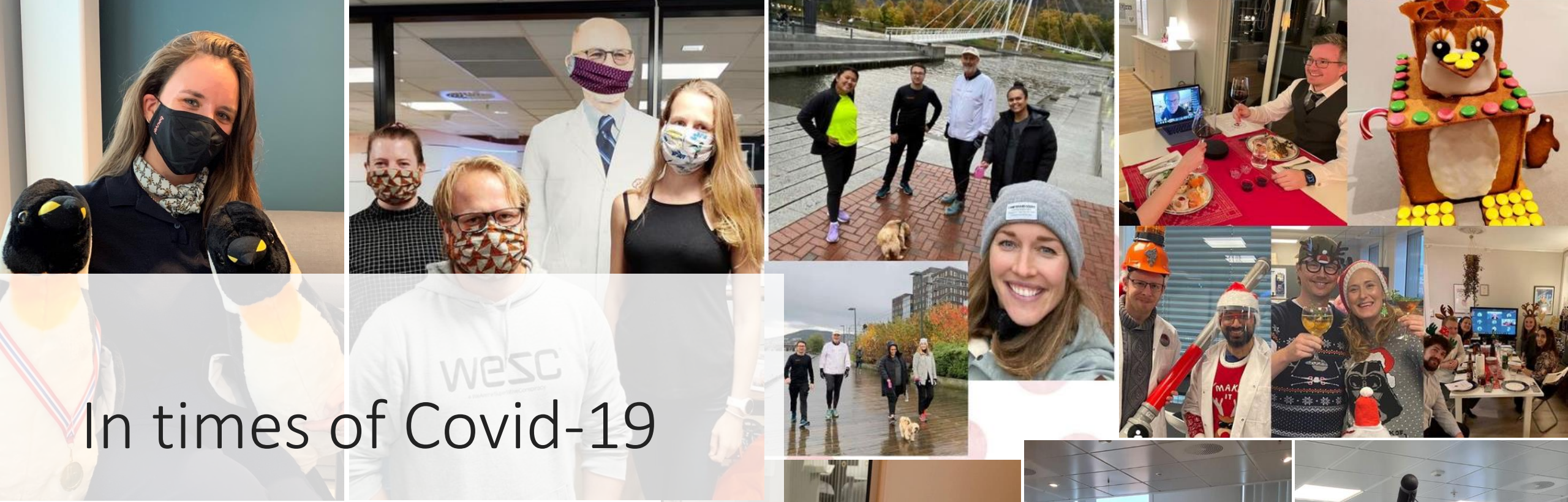
- Revenue and EBIT
  - Operating revenues increased by 9.7 percent to NOK 645.6 million (y-o-y)
  - EBIT increased by 28.3 percent to NOK 91.6 million (y-o-y)
- 1 656 employees
  - Up 6 from Q3'20
  - An increase of 99 in the past 12 months
- Proposed dividend NOK 22.00 per share

## Revenue and number of employees

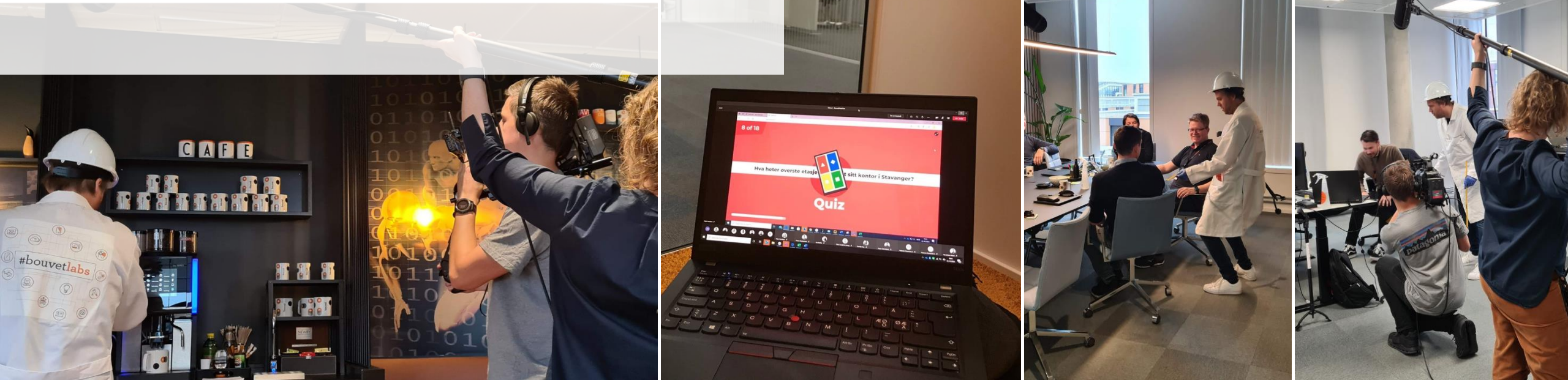
MNOK and number







# In times of Covid-19

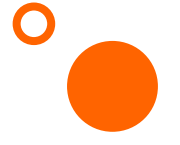




## Bouvet's vision

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We lead the way and  
build tomorrow's society





# Long-term goals



Best workplace



Client-oriented and  
long-term relations



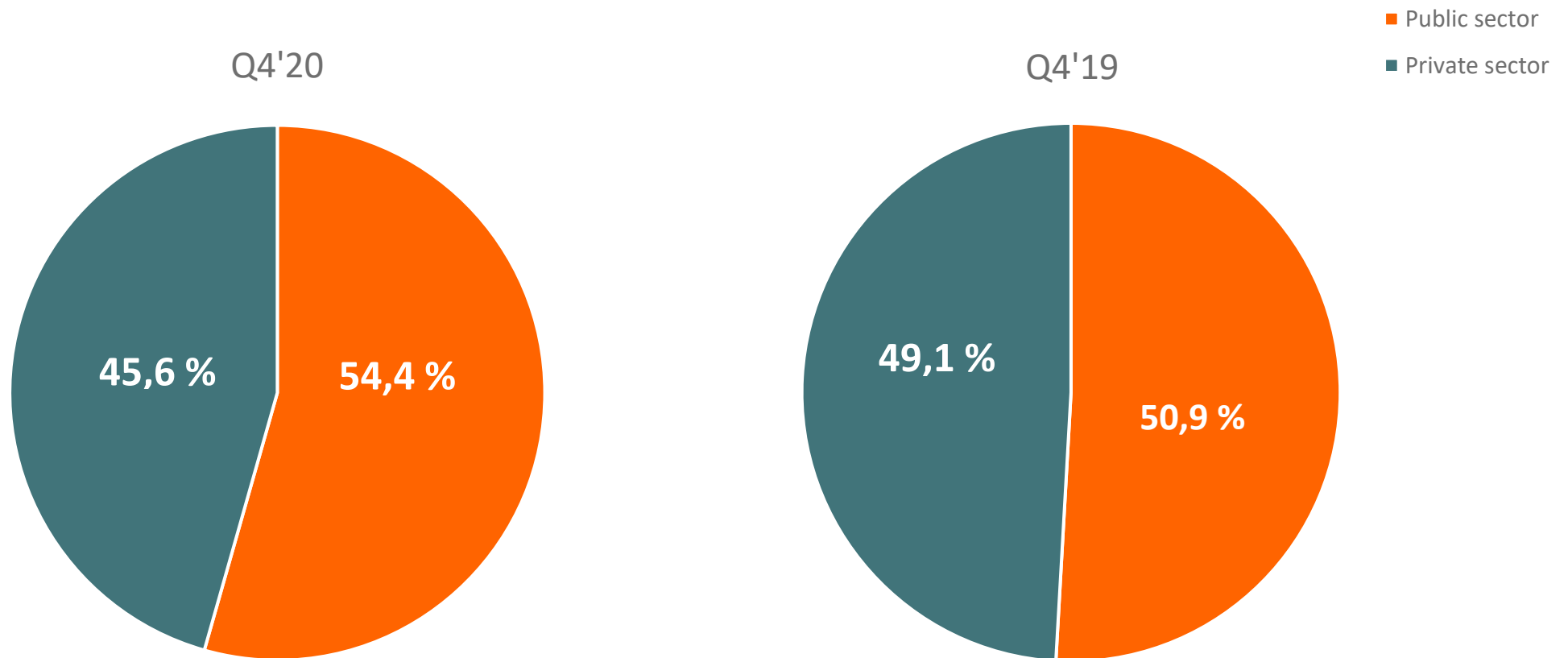
Successful business



# Operational Review

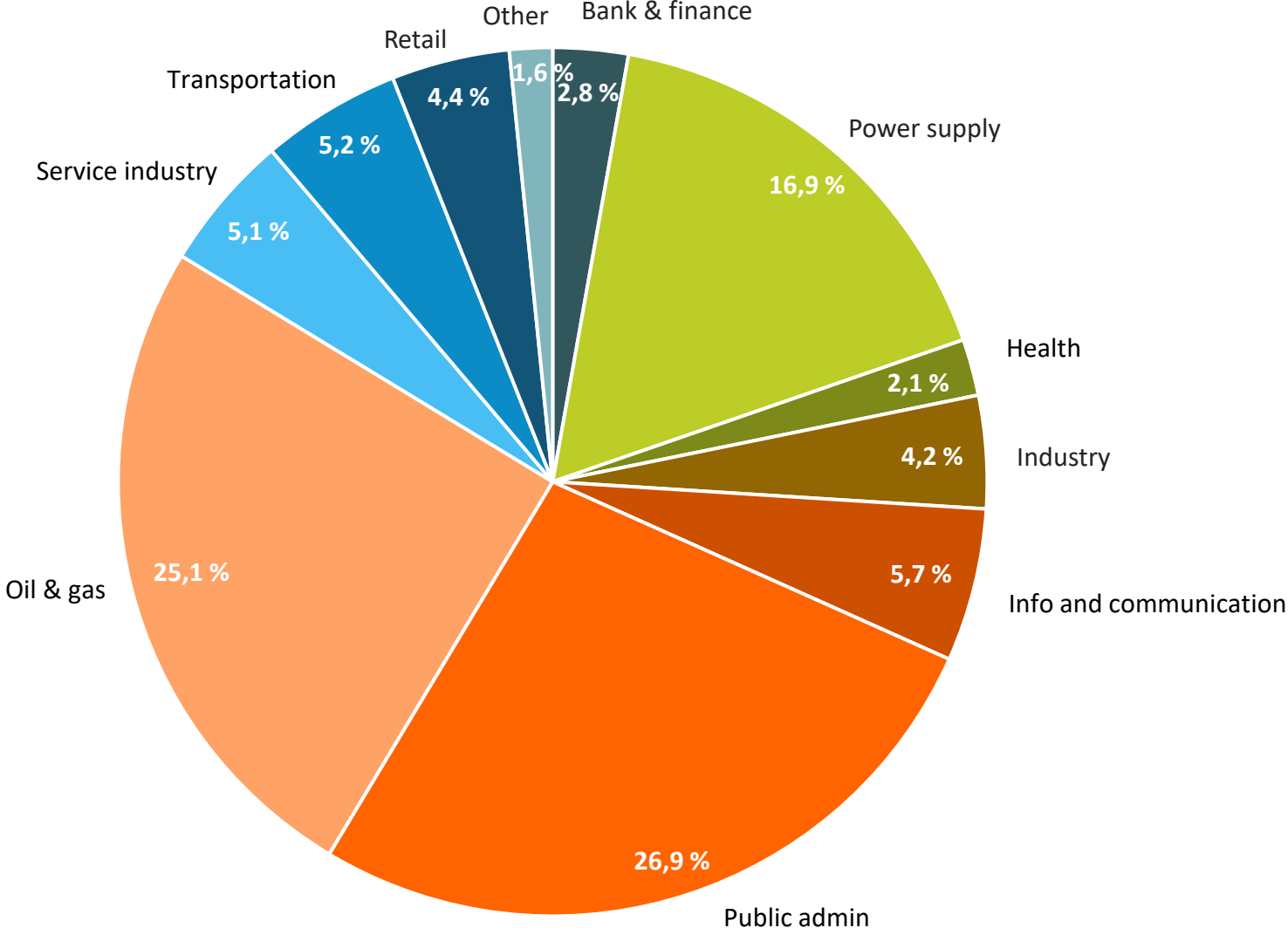


# Public and private sector





# Business sectors Q4 2020



# Service development

Security

Cloud

Platform  
technology

Change  
management

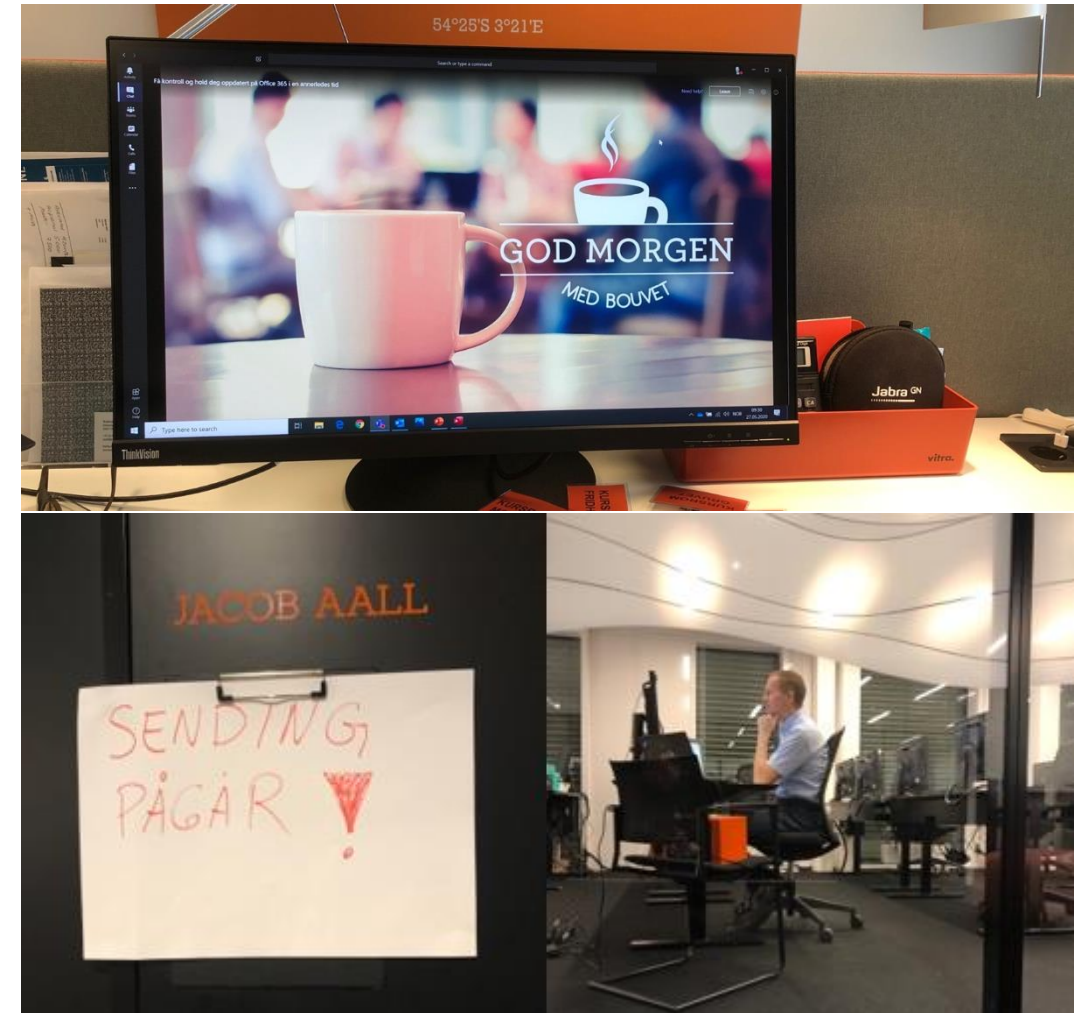
Sustainability

Customer  
experience



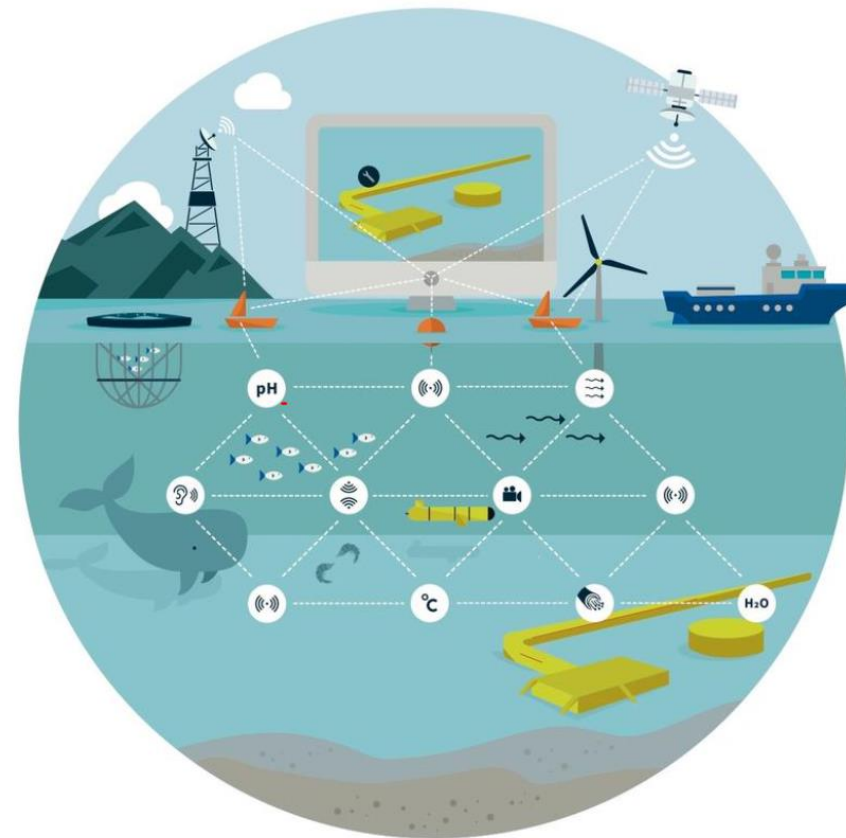
# Bouvet training 2020

- 41 % of the revenue was in Q4
- 40 % of revenue in 2020 was customer specific training
- 26 breakfast seminars with over 8 800 participants in total
- More than 15 000 participants on all events (5 700 last year)



# Technology for a healthy and productive ocean

- The consortium SFI Smart Ocean's main goal is to enable digitalisation for ocean based industries
- The prime objective is to develop an "Internet of Things" data platform
- Bouvet's deliveries:
  - Software technology and big-data middleware
  - Establish a foundation for the digital ecosystem in collaboration with the consortium





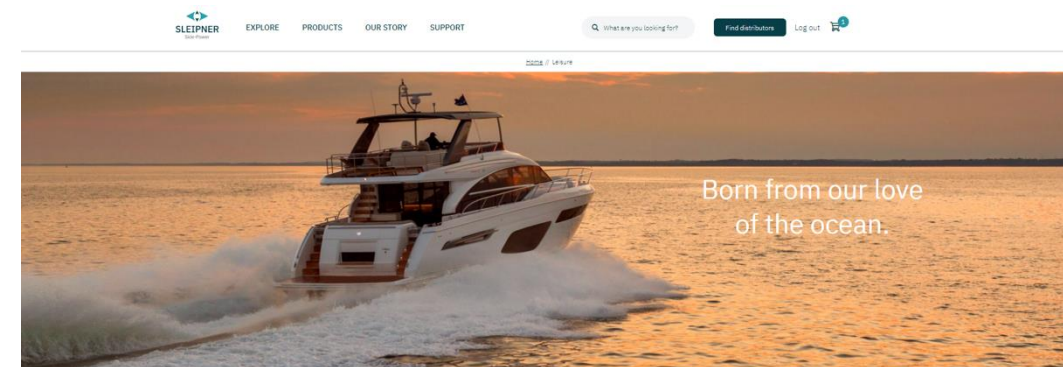
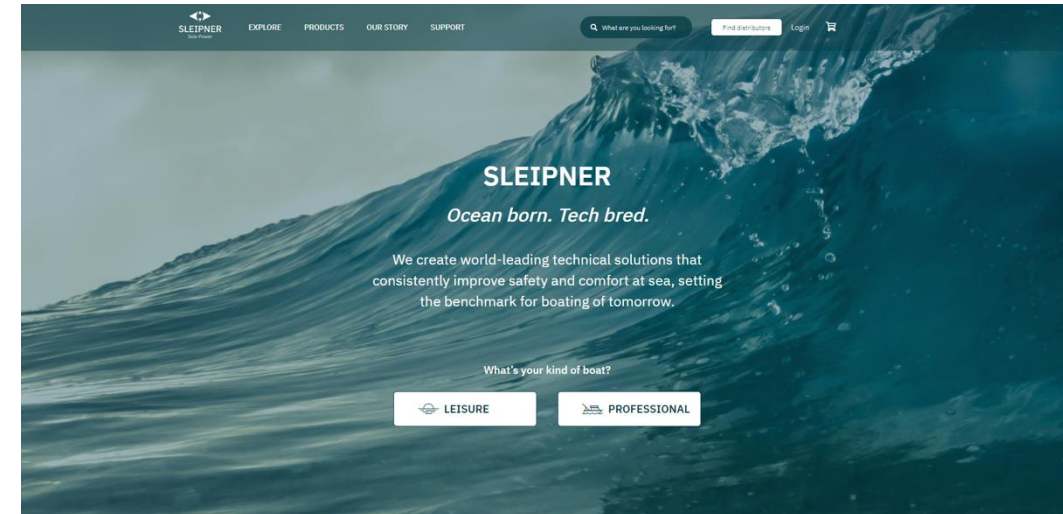
# Modernisation of Medical Training

- Developed in collaboration with Stavanger Universitetssykehus (SUS)
- The system assists doctors to diagnose using scenario based learning
- Bouvet deliveries:
  - Implementation of AR/VR solution
  - Technical project management



# Renewal of brand experience and customer journey

- Sleipner develops world-leading products and solutions for yachts and professional boats
- Bouvet was chosen as the sole supplier and partner to assist Sleipner
- Bouvet's deliveries:
  - Brand strategy
  - Communication concept
  - Logo and visual profile
  - Websites and e-commerce
  - HoloLens
  - User experience
  - Technical services



#### A Legacy That Commits

We've lived and worked with the unruly sea for a hundred years. That's why we develop important features within a boat that empower you when you're out on the water.



#### Beautiful Engineering

Our technology is world-class. We know because we develop, utilize, manufacture, and follow our solutions until it's fixed into a hull, ourselves. This meticulous attention to



#### Worldwide Service

We care. Our global network is there for you to ensure continuous optimal function on your Sleipner solution, even when it has left for distant shores. You can rely on your

# The four largest sectors

## ○ Public admin

- Increased by 11.8 percent (y-o-y)
- Represents 26.9 percent of total revenues in Q4'20

## ○ Oil & gas

- Decreased by 2 percent (y-o-y)
- Represents 25.1 percent of total revenues in Q4'20

## ○ Power supply

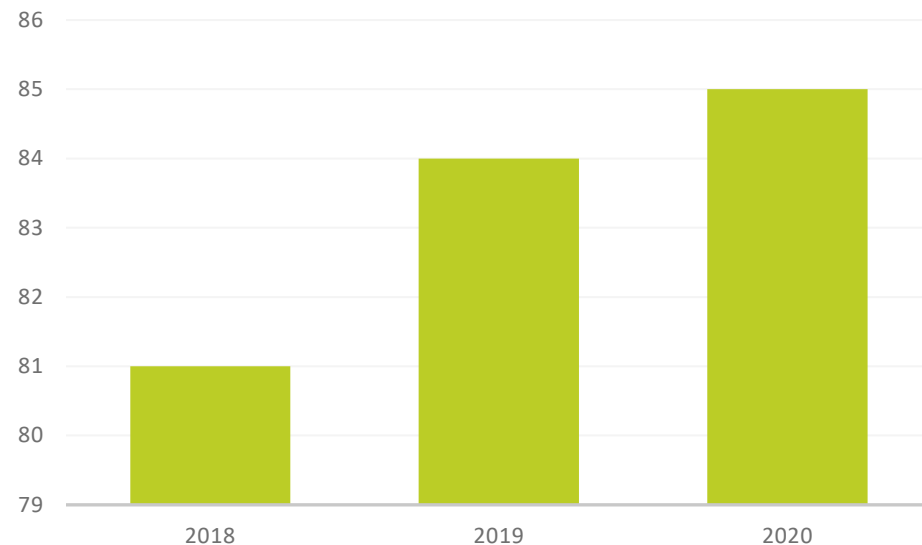
- Increased by 81.3 percent (y-o-y)
- Represents 16.9 percent of total revenues in Q4'20

## ○ Info and communication

- Increased by 25.3 percent (y-o-y)
- Represents 5.7 percent of total revenues in Q4'20



## Further improvements in client satisfaction



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*“Bouvet is undoubtedly a long-term, sound and serious player, with good and broad expertise.”*

*Observation from the client satisfaction survey 2020.*

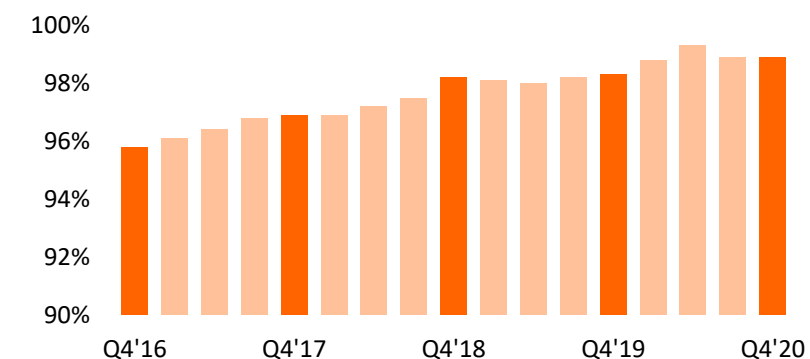


# Customer and project mix

- Project mix
  - Variable contracts account for 98.9 percent of total revenues
- Customer portfolio
  - The 10 largest customers represent 46.5 percent of total revenues – up from 41.5 percent in Q4'19
  - The 20 largest customers represent 55.8 percent of total revenues – up from 51.7 percent in Q4'19

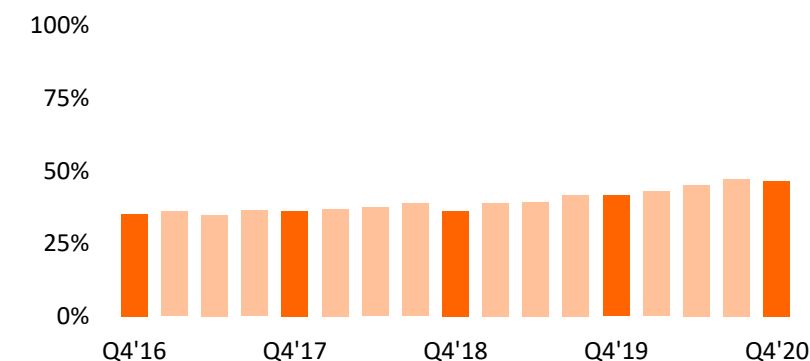
### Variably priced contracts share of revenues

Percentage



### 10 largest customers share of revenues

Percentage



# Customer development

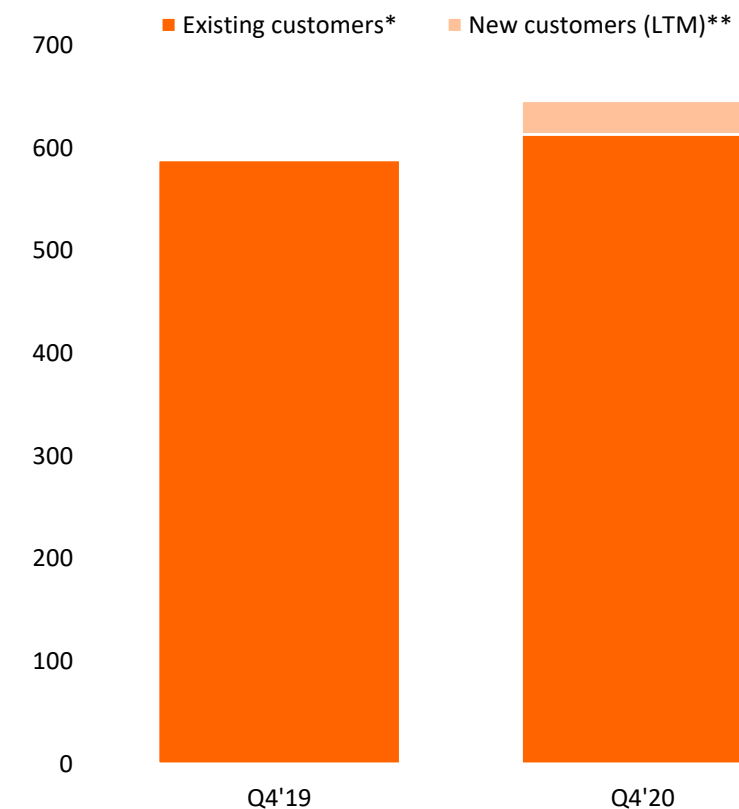
- Existing customers\*
  - Accounted for 94.9 percent of revenues in Q4'20
- New customers\*\*
  - Customers won over the past year generated revenues of NOK 32.9 million in Q4'20

\* Existing customers defined as customers that were invoiced in the corresponding quarter last year

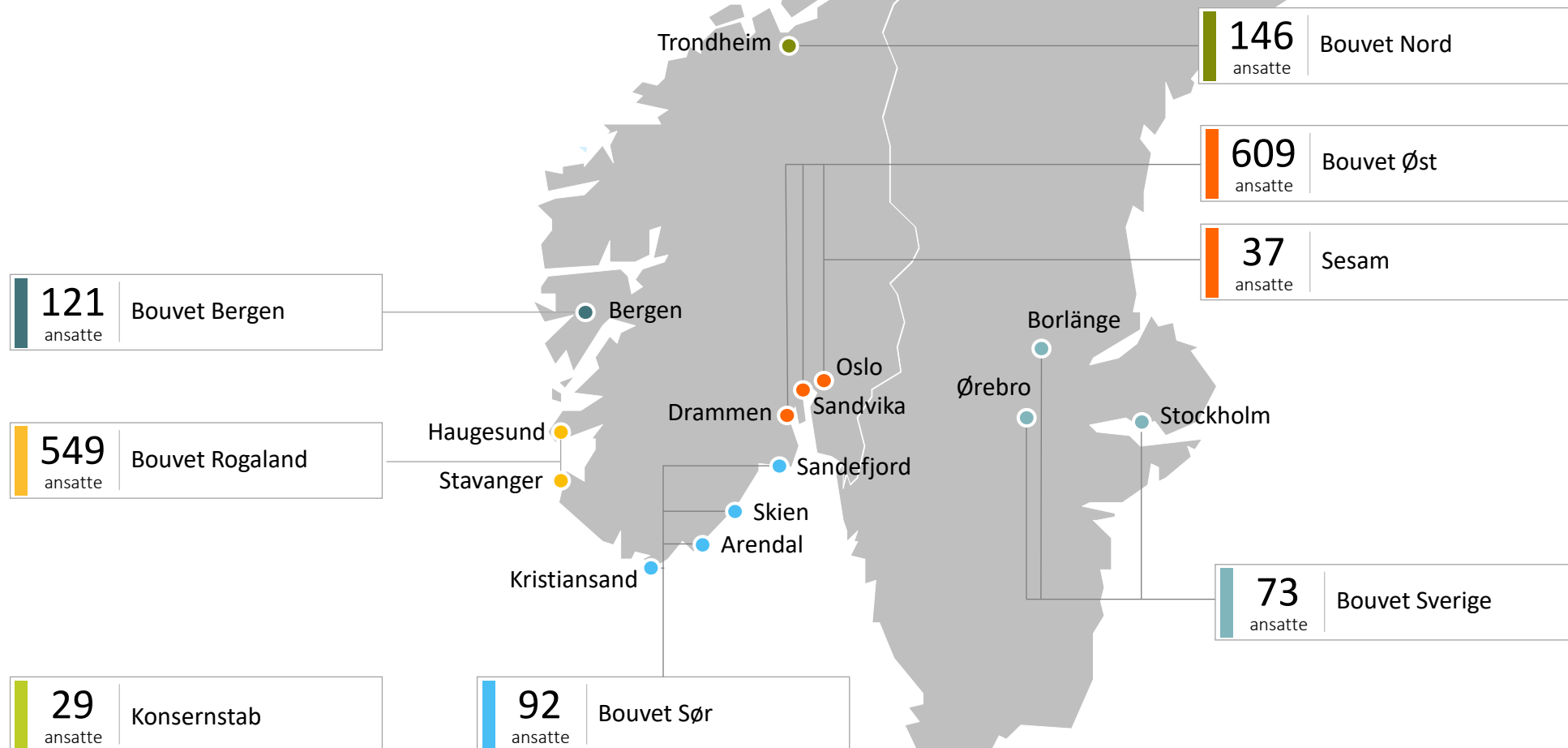
\*\* New customers defined as customers won since end of corresponding quarter last year

## Revenue customer split

MNOK



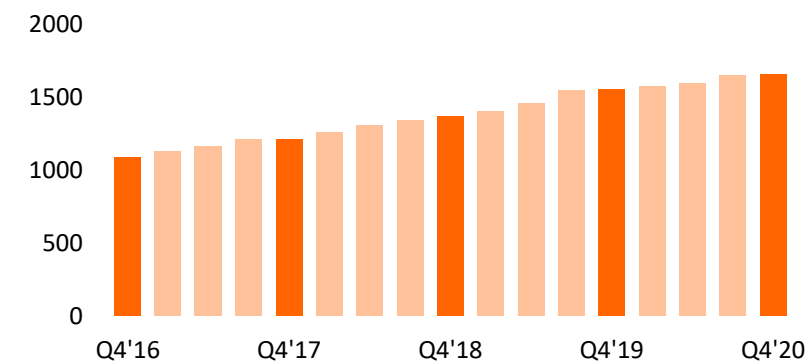
# Regional organisation



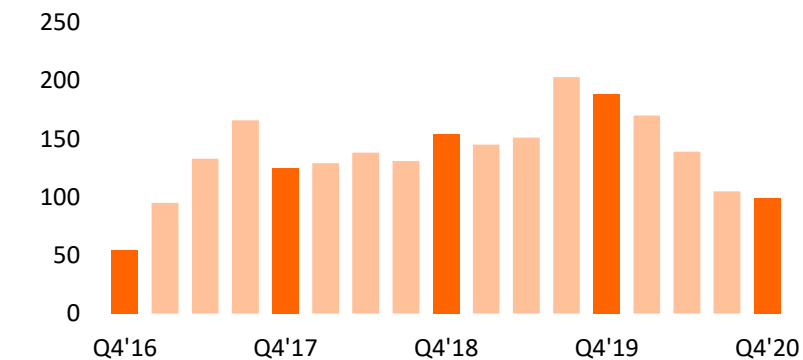
# Enthusiastic and competent employees

- 1 656 employees at the end of the quarter
  - Up 6 from Q3'20
  - 99 more employees in the past 12 months
  - Average number of employees in the quarter up 6.7 percent from Q4'19

**Number of employees end of quarter**



**Annual growth in number of employees**





## High job satisfaction

Exciting  
tasks  
and good  
development  
opportunities

Strong  
collaboration  
and trust  
among  
colleagues

Strong  
internal  
reputation

Inspiring  
management

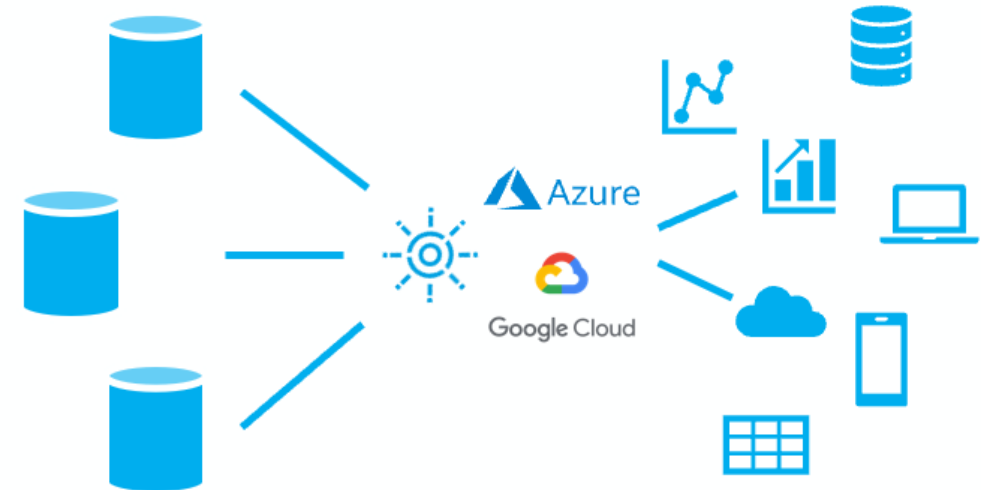


Sesam - a Bouvet subsidiary

# Master Data Hub for Data Platforms

## ○ Customers:

- Elvia
- Statnett
- Agder Energi
- Fortum
- Aker Solutions / Aize / Cognite
- MHWirth
- Bayer
- Elektroskandia
- Bergaard Amundsen
- Norwegian Medicin Agency
- Swedish Medicin Agency
- Bane Nor
- Avinor



sesam



# Financial Review



# Key figures

MNOK	Three months ending			Twelve months ending		
	31.12.2020	31.12.2019	Change	31.12.2020	31.12.2019	Change
<b>Operating revenue</b>	645.6	588.5	9.7 %	2 401.8	2 132.1	12.7 %
Operating profit (EBIT)	91.6	71.4	28.3 %	314.6	232.1	35.6 %
EBIT margin	14.2 %	12.1 %		13.1 %	10.9 %	
Ordinary profit before tax	90.5	67.3	34.3 %	311.7	228.2	36.6 %
<b>Profit for the period</b>	69.1	54.6	26.6 %	241.2	180.1	33.9 %
EPS (fully diluted)	6.66	5.29	26.0 %	23.29	17.44	33.6 %
Net cash flow operations	198.7	229.8	-13.5 %	450.9	277.1	62.7 %
Equity ratio	32.5 %	29.4 %		32.5 %	29.4 %	
Liquid assets	576.8	344.7	67.3 %	576.8	344.7	67.3 %
Number of employees (end of period)	1 656	1 557	6.4 %	1 656	1 557	6.4 %
Number of employees (average)	1 653	1 549	6.7 %	1 609	1 474	9.2 %

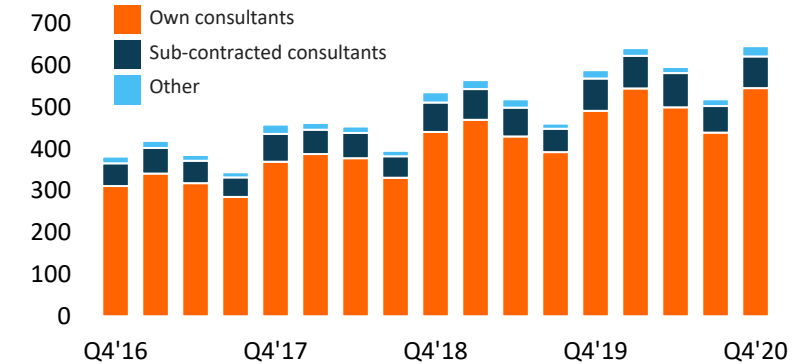


# Revenue

- Revenues increased by 9.7 percent y-o-y
  - Revenues from own consultants increased by 10.9 percent to NOK 545.1 million
  - Revenues from sub-contracted consultants decreased by 1.5 percent to NOK 75.8 million
  - Other revenues increased by 22.4 percent to NOK 24.7 million

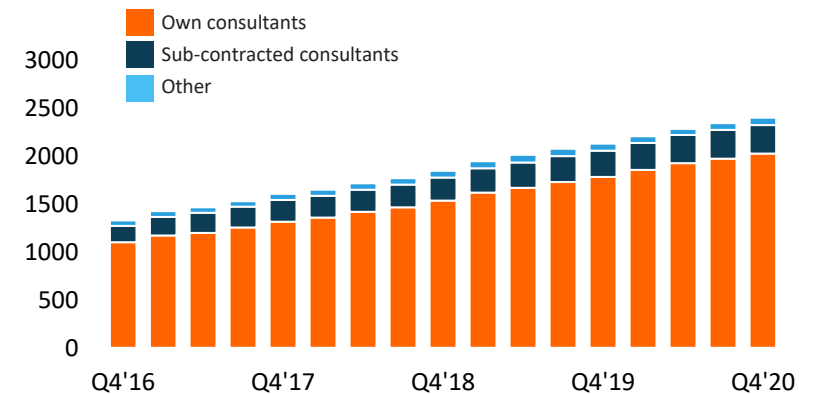
Revenue split (quarterly figures)

MNOK



Revenue split (12 months rolling average)

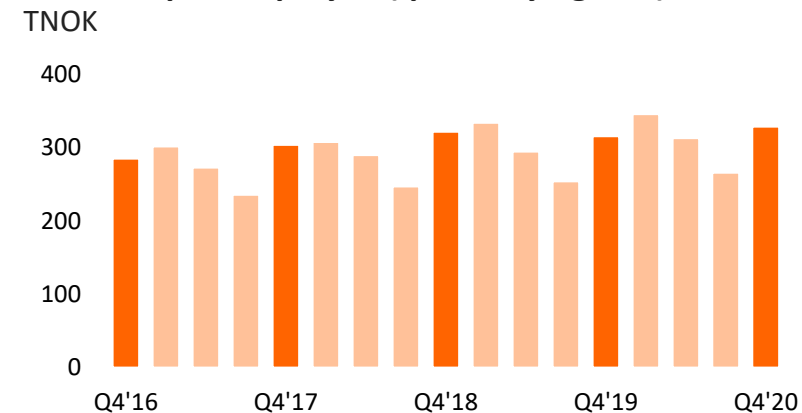
MNOK



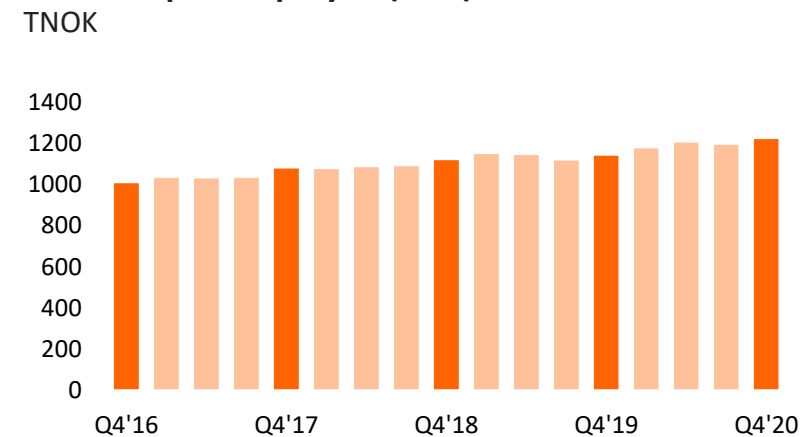
# Revenues from own consultants

- Increased 10.9 percent y-o-y
  - Positive impact from 6.7 percent increase in average number of employees
  - Positive impact from 0.4 percent increase in prices for group hourly services
  - Positive impact from increase in billing ratio by 0.7 percentage points
  - 63 workdays in Q4'20 – one more than Q4'19

Revenue per employee (quarterly figures)

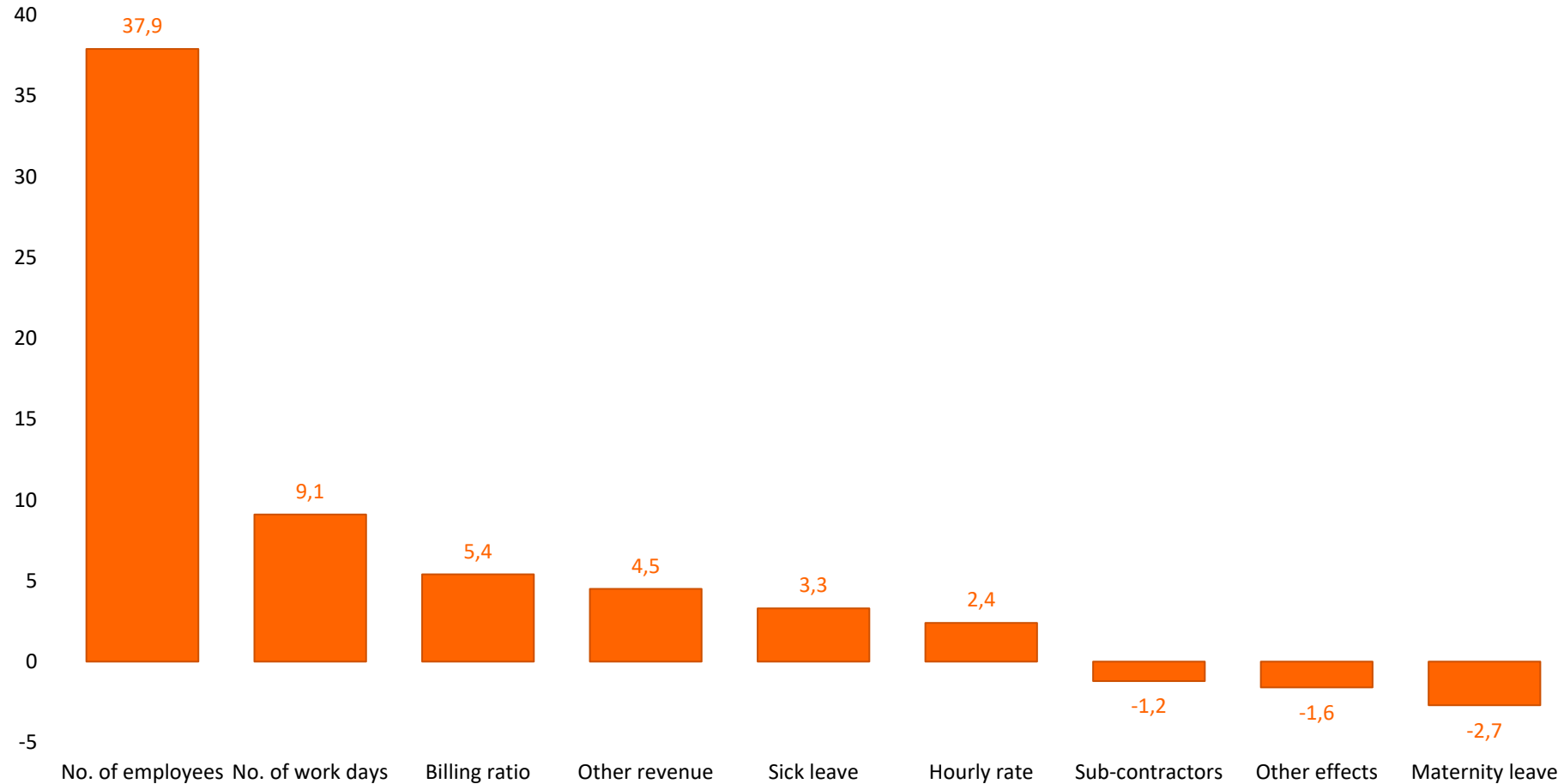


Revenue per employee (LTM)



# Analysis of change in revenues y-o-y

Revenue  
MNOK

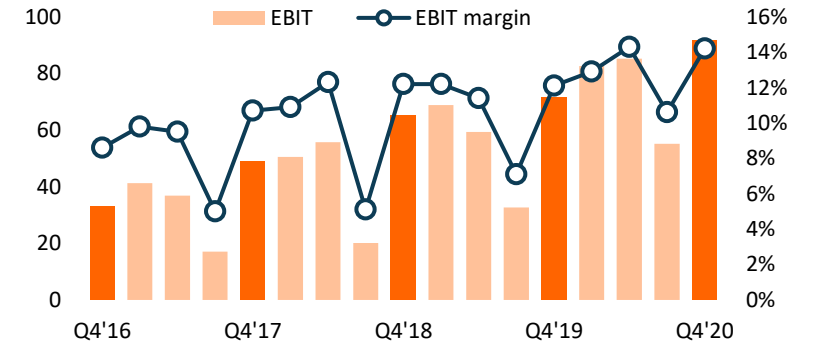


# Earnings

- Operating profit (EBIT) increased by 28.3 percent to NOK 91.6 million
- EBIT margin of 14.2 percent compared to 12.1 percent in Q4'19
- Operating expenses increased by 7.1 percent y-o-y
- General growth in pay rate 4.7 percent y-o-y
- Covid-19 effects
  - Positiv impact from reduced costs related to travel, courses, conferences, social events and recruitment - NOK 6.1 million

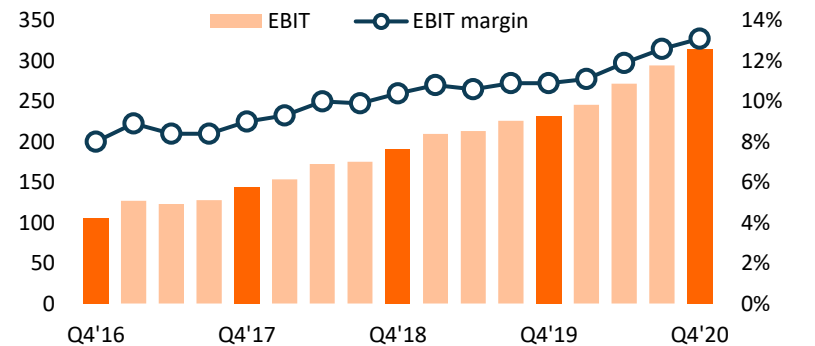
## EBIT and EBIT margin

MNOK and Percent



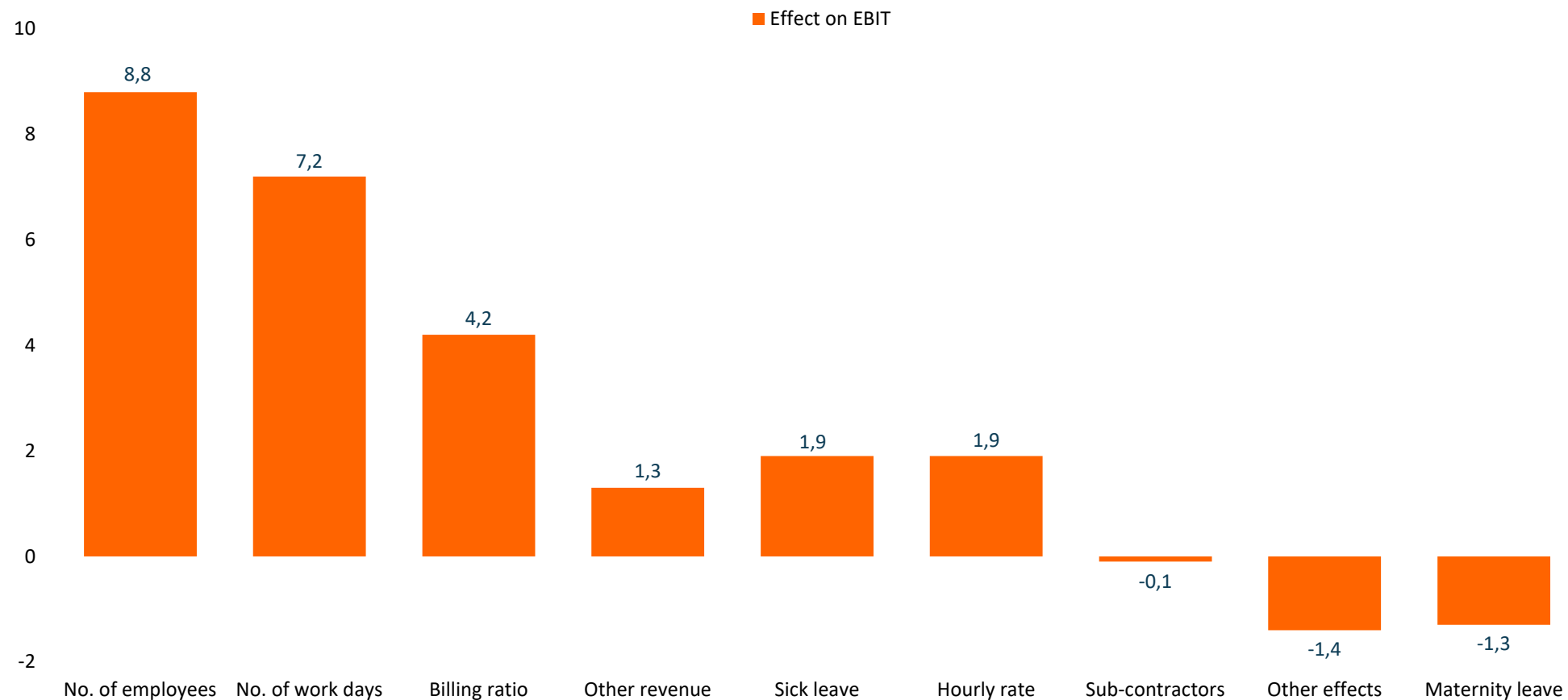
## EBIT and EBIT margin (LTM)

MNOK and Percent



# Change in revenues – effect on EBIT

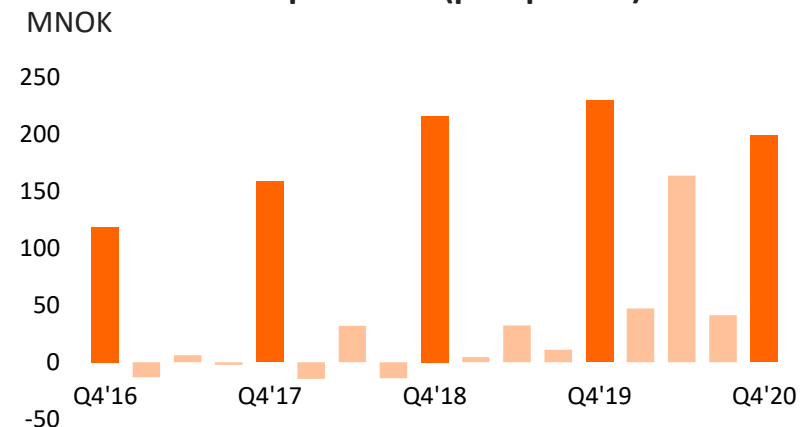
MNOK



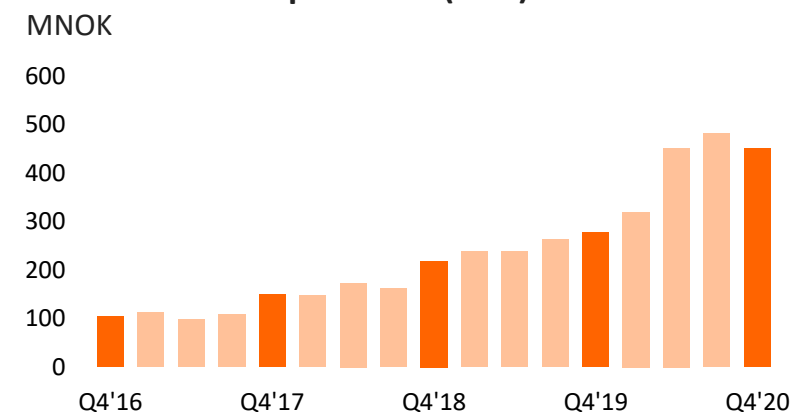
# Cash flow

- Cash flow from operations
  - NOK 198.7 million in Q4'20 compared to NOK 229.8 million in Q4'19
- Cash flow last 12 months
  - Operational cash flow over the last 12 months was NOK 450.9 million
- Cash flow from investing activities
  - Negative NOK 3.8 million compared to negative NOK 4.9 million in Q4'19
- Proposed dividend NOK 22.00 per share

**Cash flow from operations (per quarter)**



**Cash flow from operations (LTM)**







# Outlook



# Outlook summary

- Focus on digital transformation:
  - Public sector
  - Energy sector
  - Oil and gas sector
- High demand for:
  - System development
  - Cloud and platform services
  - Security
- Increased demand for cross-functional teams
- Challenging market for recruitment





# Appendix



# Shareholders as of 19.02.2021

Shareholders	Number of shares	% of total
FOLKETRYGDFONDET	754 930	7,34 %
The Bank of New York Mellon	750 682	7,30 %
VARNER KAPITAL AS	716 633	6,97 %
STENSHAGEN INVEST AS	536 699	5,22 %
VERDIPAPIRFOND ODIN NORDEN	451 215	4,39 %
SVERRE HURUM	387 125	3,76 %
VERDIPAPIRFONDET NORDEA AVKASTNING	288 370	2,80 %
MP PENSJON PK	265 082	2,58 %
ERIK STUBØ	205 292	2,00 %
VERDIPAPIRFONDET NORDEA KAPITAL	199 729	1,94 %
UBS Switzerland AG	179 148	1,74 %
VEVLEN GÅRD AS	162 802	1,58 %
VERDIPAPIRFONDET FIRST VERITAS	155 740	1,51 %
VERDIPAPIRFOND ODIN NORGE	127 057	1,24 %
VERDIPAPIRFONDET NORDEA NORGE PLUS	111 007	1,08 %
State Street Bank and Trust Comp	110 555	1,07 %
ANDERS ERIKSEN-VOLLE	99 830	0,97 %
VERDIPAPIRFONDET KLP AKSJENORGE INDEKS	94 991	0,92 %
State Street Bank and Trust Comp	94 055	0,91 %
TELENOR PENSJONSKASSE	90 000	0,87 %
<b>Number of shares held by the 20 largest shareholders</b>	<b>5 780 942</b>	<b>56,20 %</b>