

# Interim presentation

# Third quarter 2013

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*Sverre Hurum. CEO*

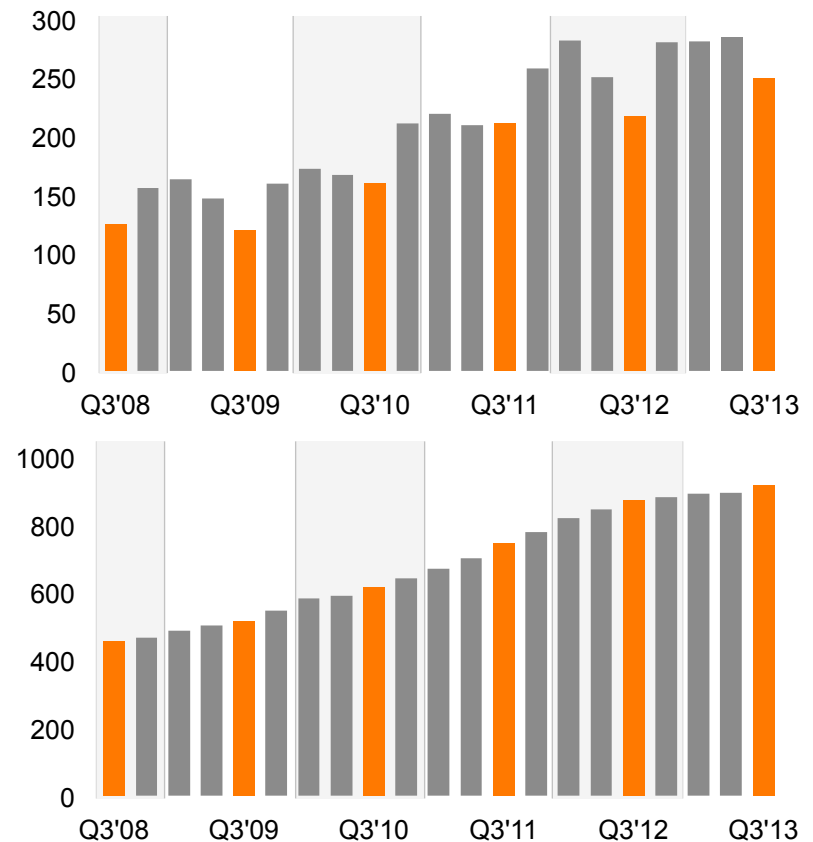
*Erik Stubø. CFO*

*13 November 2013*

# Highlights in the third quarter

- Revenues and EBIT
  - Operating revenues increased 14.7 percent to NOK 249.1 million (y-o-y)
  - EBIT up by 142.4 percent to NOK 17.1 million (y-o-y)
- The organisation increased with 22 employees in Q3'13
- A strong growth in revenues from new customers
- Increased earnings reflects improved efficiency

**Revenues and number of employees**  
MNOK and number



# Operational Review

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# Solid and long-term customer commitments



New customers

# Wintershall

- Became an operator on the NCS through the acquisition of Brage in 2013
- Bouvet has assisted Wintershall with:
  - Business analysis
  - IT architecture
  - Service management
  - Application management
  - Integration
- 83 systems - all of which are necessary to operate an oil field - is established, tested and provided with substantial assistance from Bouvet
- Historical production and reservoir data have been transferred



New customers

# Uloba

- An employer for more than 5,000 personal assistants
- Bouvet provides:
  - User experience
  - Technology development
  - System integration
- Bouvet has developed several systems with substantial requirements to universal design
- The newly elected government emphasizes universal design and want to secure the right to user-governed personal assistance



Foto: Finn Ståle Felberg

New customers

# DNV GL

- DNV and GL Group merged in September
- Commissioned to facilitate a web strategy for the merged company as well as develop an interim web
- Bouvet is providing technical consulting and development, graphic design as well as strategic communications



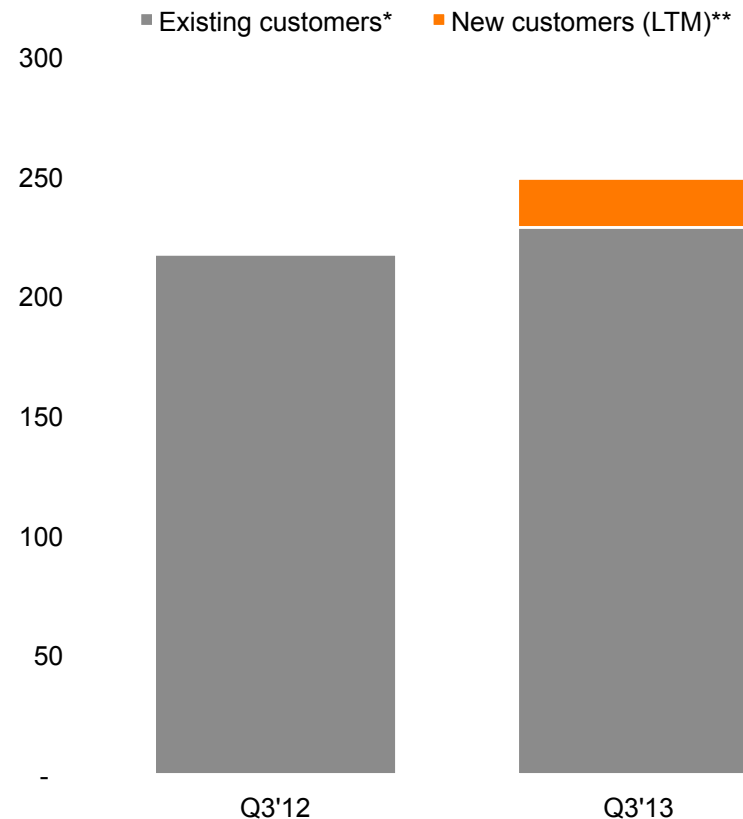
# Client development

- Existing clients\*
  - Revenue from existing clients increased 5.2% from Q3'12
  - Accounted for 91.8 percent of revenue in Q3'13
- New customers\*\*
  - Customer won over the past year generated revenues of NOK 20.5 million in Q3'13

\* 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

Revenues customer split  
MNOK

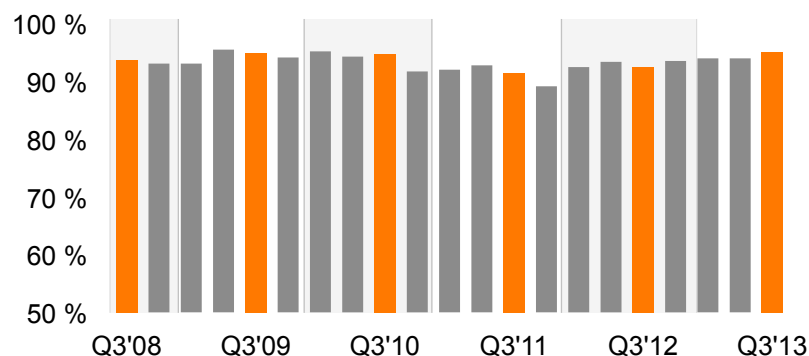




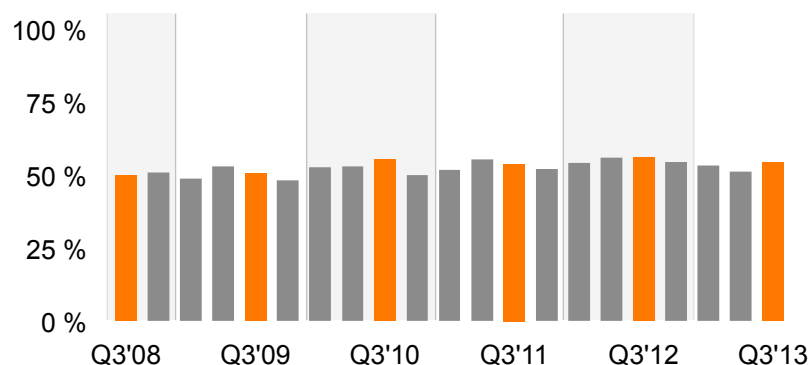
# Customer and project mix

- Project mix
  - Variable contracts account for 95.1 percent of total revenues
- Client portfolio
  - The 10 largest customers represent 54.5 percent of total revenues
  - The 20 largest customers represent 67.7 percent of total revenues

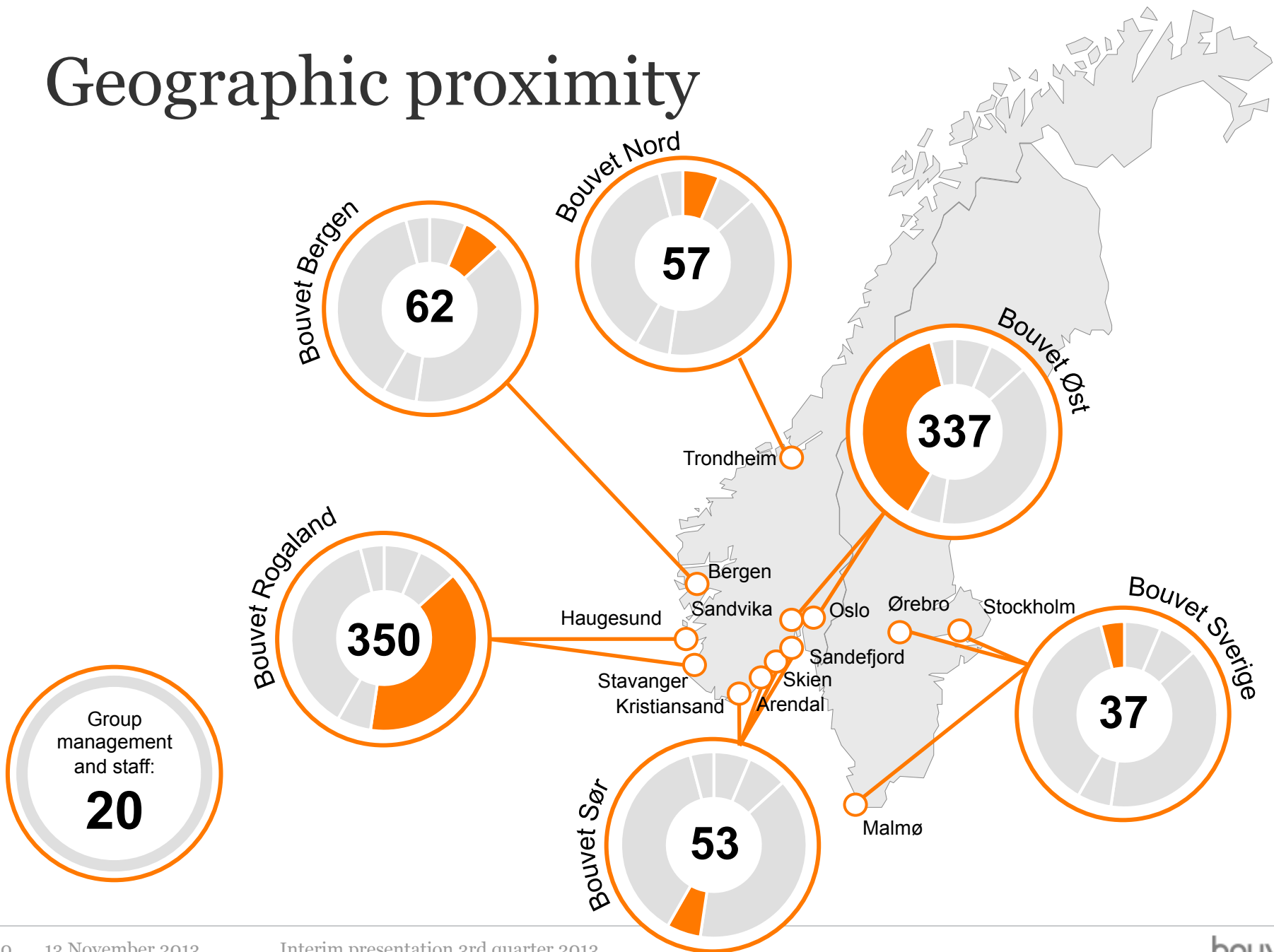
**Variably priced contracts share of revenues**  
Percentage



**10 largest customers share of revenues**  
Percentage



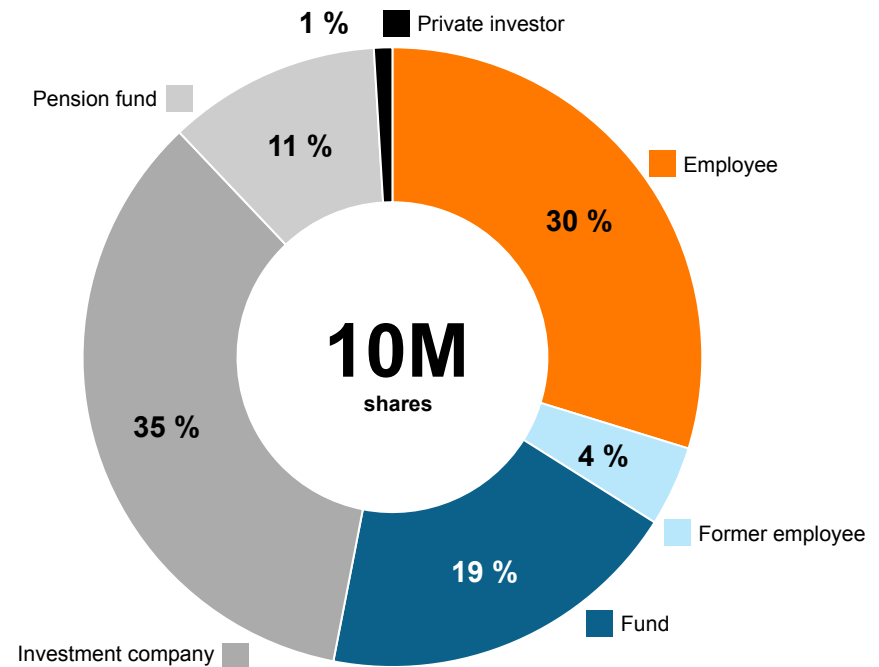
# Geographic proximity



# Shareholder identification

- Employees' ownership constitutes a significant share of Bouvet
- It is an important and positive aspect in the development of Bouvet
- In Bouvet 578 employees own more than 30 percent in the company

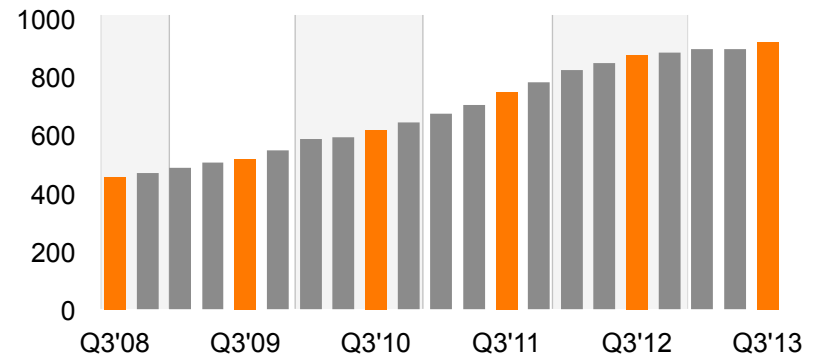
**Shareholder category**  
Number of shares



# Profitability - primary objective

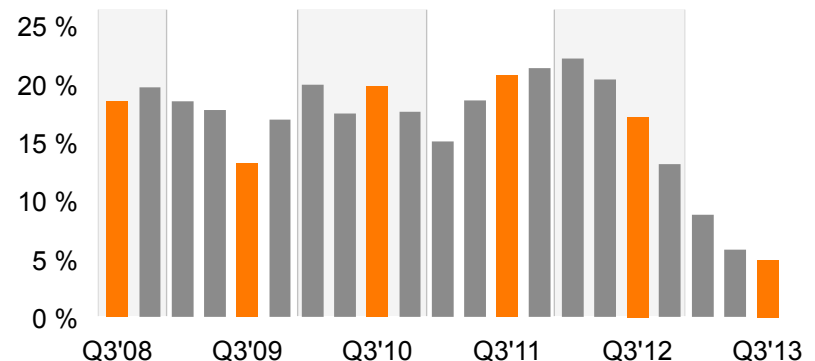
- Increased focus on operational efficiency
- 916 employees at the end of September
  - 22 new employees in Q3' 13
  - 43 new employees in the past 12 months
  - Average number of employees up 6.2 percent from Q3'12

Nominal change in number of employees



Annual growth in number of employees

Percentage



# Financial Review

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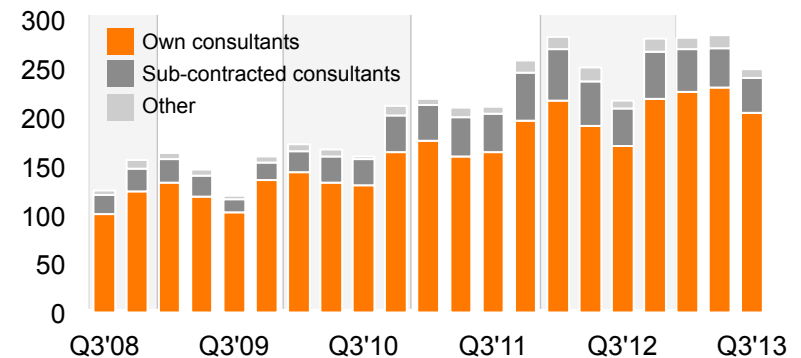
# Key figures

MNOK	Three months ending			Twelve months ending		
	30.09.2013	30.09.2012	Change	30.09.2013	30.09.2012	Change
<b>Operating revenue</b>	<b>249.1</b>	217.2	14.7 %	1,095.0	1,008.0	8.6 %
Operating profit (EBIT)	<b>17.1</b>	7.1	142.4 %	89.1	82.3	8.2 %
EBIT margin	<b>6.9 %</b>	3.2 %		8.1 %	8.2 %	
Ordinary profit before tax	<b>17.5</b>	7.4	135.4%	91.0	84.2	8.2 %
<b>Profit for the period</b>	<b>12.4</b>	5.2	137.3 %	64.5	60.0	7.4 %
EPS (fully diluted)	<b>1.21</b>	0.45	167.0 %	6.25	5.79	7.9 %
Net cash flow operations	<b>20.5</b>	-10.4	N/A	101.3	63.6	59.2 %
Equity ratio	<b>36.4 %</b>	37.5 %		36.4 %	37.5 %	
Cash and cash equivalents	<b>73.2</b>	50.3	45.6 %	73.2	50.3	45.6 %
Number of employees (end of period)	<b>916</b>	873	4.9 %	916	873	4.9 %
Number of employees (average)	<b>913</b>	859	6.2 %	893	821	8.8 %

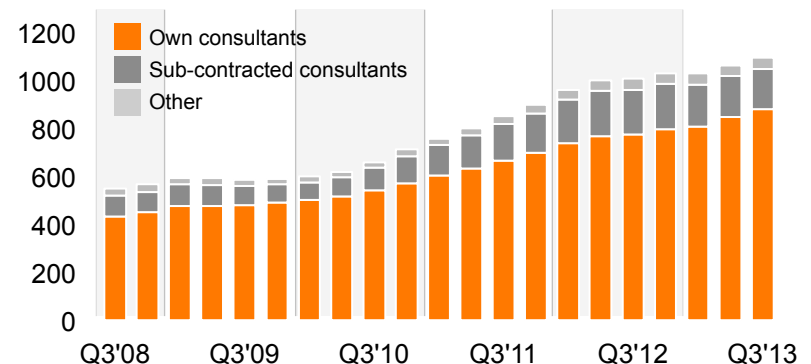
# Top line growth

- Revenues up by 14.7 percent YOY
  - Revenues from own consultants up 20.4 percent to NOK 204.8 million
  - Revenues from sub-contracted consultants declined 8.3 percent to NOK 35.8
  - Sub-contracted consultants' share declined to 14.4 percent from 18.0 percent in Q3'12
- Billing rate up 4.1 percentage points from Q3'12
- Prices for group hourly services increased 3.1 percent from Q3'12

**Revenue split (quarterly figures)**  
MNOK



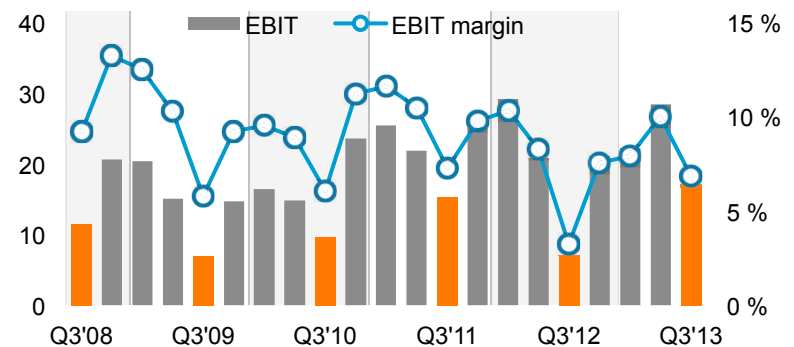
**Revenue split (12 months rolling average)**  
MNOK



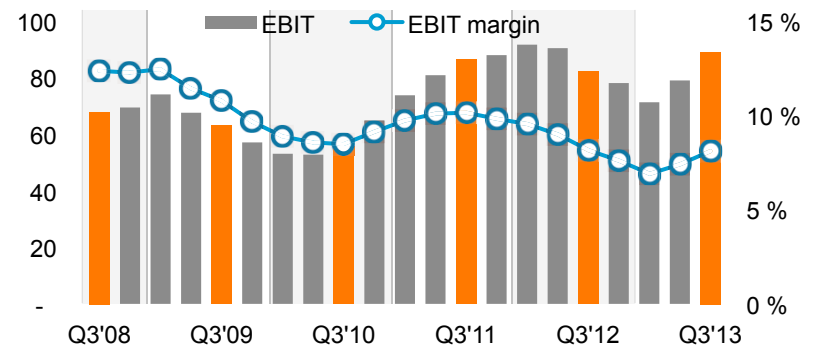
# Increased earnings reflects efficiency

- Operating profit increased significantly from Q3'12
  - EBIT margin of 6.9 percent compared to 3.2 percent in Q3'12
- Operating expenses increased by 10.4 percent from Q3'12
- Other operating expenses increased 4.2 percent
- Focus on efficiency and improved billing rate

**EBIT and EBIT margin**  
MNOk and Percent



**EBIT and EBIT margin (12 months rolling)**  
MNOk and Percent

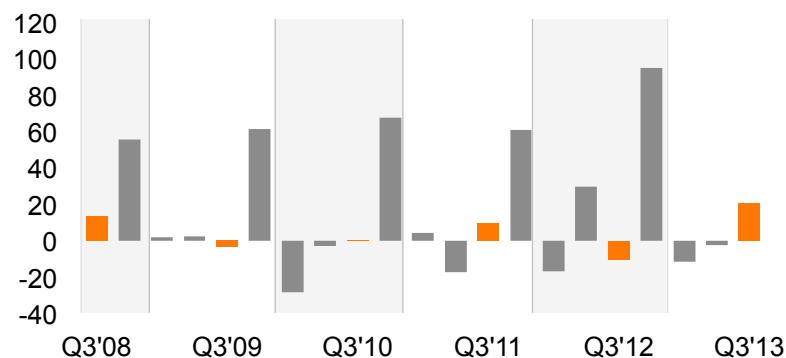




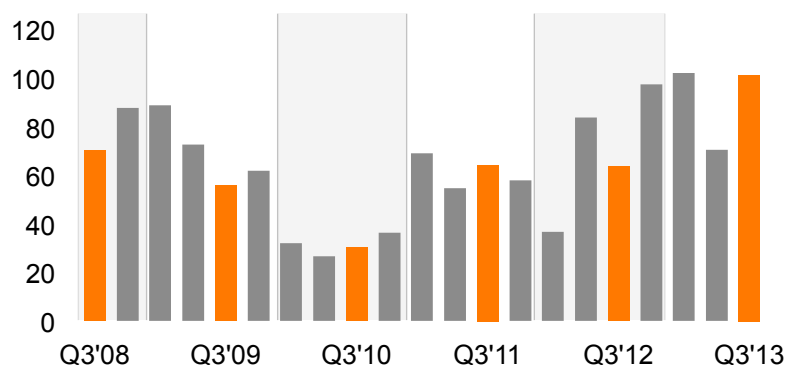
# Cash flow

- Cash flow from operations
  - NOK 20.5 million in Q3'13, up from a negative NOK 10.4 million in Q3'12
  - Positively affected by working capital changes, including work in progress
- Rolling 12 months
  - Operational cash flow over the last 12 months was NOK 101.3 million

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



**Cash flow from operations (LTM)**  
MNOK



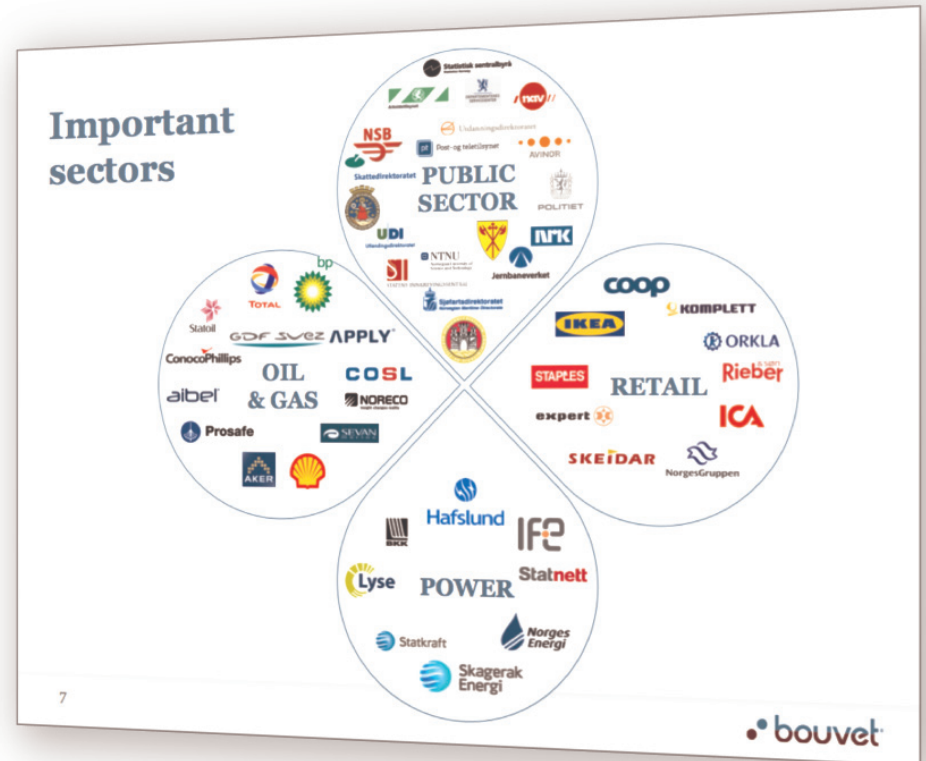
# Outlook

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# Outlook and summary

- Strong third quarter financials
- Solid demand for our services within oil & gas, energy, retail and the public sector
- Continued positive market outlook within core sectors
- Increased focus on operational efficiency



# Shareholders as at 11.11.2013

Shareholder	% share	Number of shares
VARNER KAPITAL AS	10.44%	1 070 000
STENSHAGEN INVEST AS	8.88%	909 992
MP PENSJON PK	6.71%	688 004
HURUM SVERRE FINN	4.93%	504 965
MORGAN STANLEY & CO INTERNAT. PLC	4.53%	464 149
KLP AKSJE NORGE VPF	3.32%	340 628
VERDIPAPIRFONDET DNB NORDIC TECHNO	3.06%	313 871
VEVLEN G RD AS	2.44%	250 000
KOMMUNAL LANDSPENSJONSKASSE	2.40%	246 049
STUBØ ERIK	2.29%	234 465
VERDIPAPIRFONDET HANDELSBANKEN	2.15%	220 000
VERDIPAPIRFONDET WARRENWICKLUND NO	1.90%	194 626
TELENOR PENSJONSKASSE	1.82%	186 800
STOREBRAND VEKST	1.54%	157 552
BOUVET AS	1.51%	154 852
STOREBRAND NORGE I	1.46%	150 108
JACAJO AS	1.46%	150 000
SKANDINAVISKA ENSKILDA BANKEN AB	1.29%	132 203
VERDIPAPIRFONDET DNB SMB	1.22%	125 000
RIISNÆS STEIN KRISTIAN	1.20%	122 703
<b>20 largest shareholders</b>	<b>62.95%</b>	<b>6 452 877</b>