



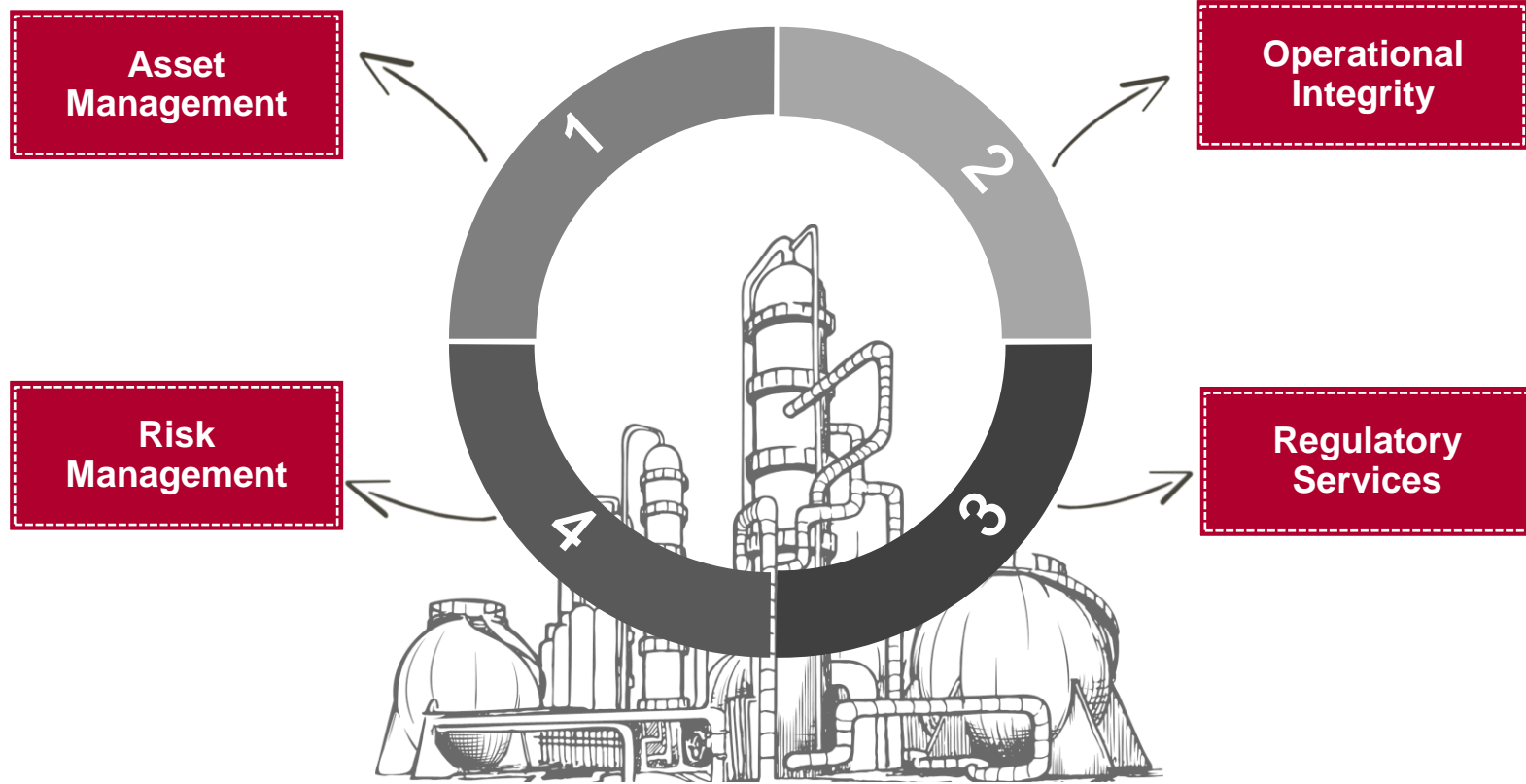
**BUREAU
VERITAS**

OPEX IN SPECIFIC MARKETS

Juliano Cardoso

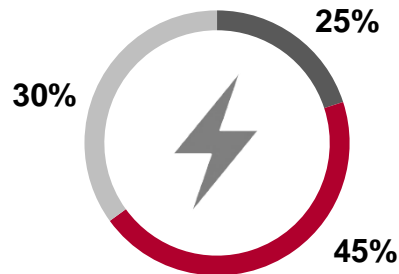


WHAT ARE TIC OPEX SERVICES?

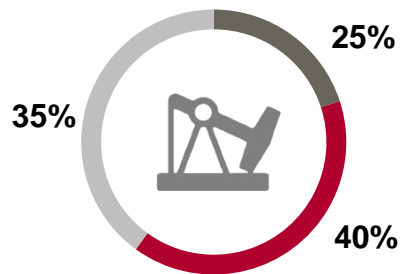


OPEX WEIGHT OVER THE 3 END-MARKETS

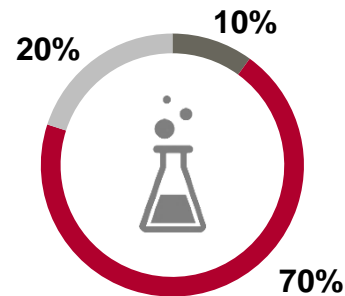
Power & Utilities



Oil & Gas



Chemicals



■ Capex ■ Opex ■ Product

OPEX TIC
Market

€4bn

€7bn

€12bn

**OPEX IS A VERY LARGE AND FRAGMENTED MARKET
RESILIENT TO BUSINESS CYCLES**

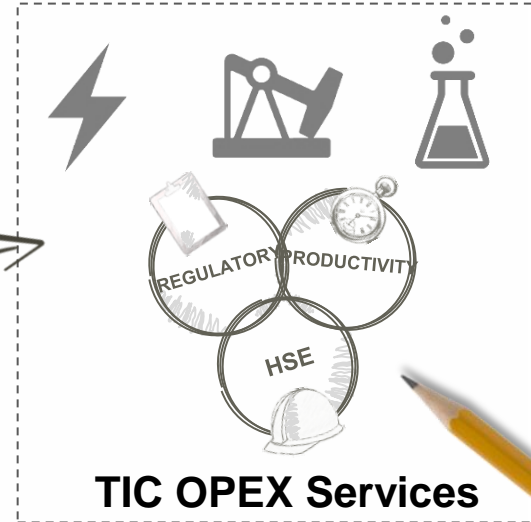
Source: IHS and BV estimates

MARKET DYNAMICS

Asset Operational Continuity

Absolute to manage utilization demand and tighter financial conditions

- Productivity and Efficiency
- Stringent HSE regulatory framework
- Environmental protection
- Accident prevention



FAVORABLE MARKET ENVIRONMENT FOR OUTSOURCING

COMPETITIVE ADVANTAGES

**OPEX in the 3 markets represents
already 12% of Group revenue**



- Strong position in France, Germany, South Africa, Argentina
- ~3% penetration rate



- Strong position in CAPEX and Product
- ~6% penetration rate



- New market opportunity
- Low competitive intensity
- < 1% penetration rate

- Recognition & Integrity
- Expertise
- Accreditations
- Qualified personnel

HUGE POTENTIAL TO INCREASE OPEX MARKET SHARE

STRATEGY & LEVERS

Leverage and replicate

- Many success cases across the network
- Replicate Marine and IVS OPEX models
- Innovation

Key account management

- Share of wallet from CAPEX and Product to OPEX

Acquisitions

- Footprint increase within the 3 market segments

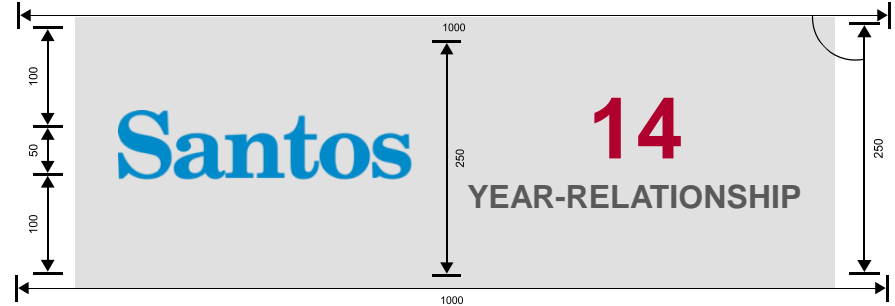
**OPEX
Services**

€500m

Incremental
Revenue

by **2020**

OIL & GAS: KEY ACCOUNT MANAGEMENT



Long term Client relationship

Delivering inspections and innovations through “added value” service scheme (Total Cost of Ownership)

Service delivered in all life cycle

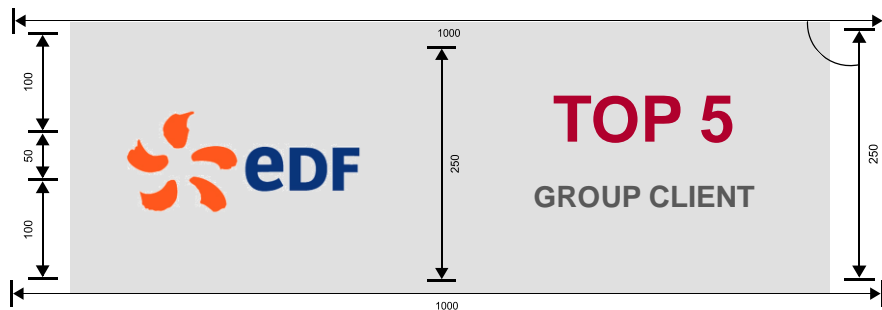
CAPEX

Procurement with vendors
Site inspections worldwide

OPEX

Full asset integrity
Management program

POWER & UTILITIES: LEVERAGE AND REPLICATE



Full scope of services delivered in all life cycle

CAPEX & OPEX:

NDT services, shop inspection, safety for civil work, building, asbestos

In-service inspections:

Lifting, electrical and pressure vessel. Exposure monitoring / emissions

Nuclear key expertise and recognition

Licence to operate with:

- French Nuclear authority

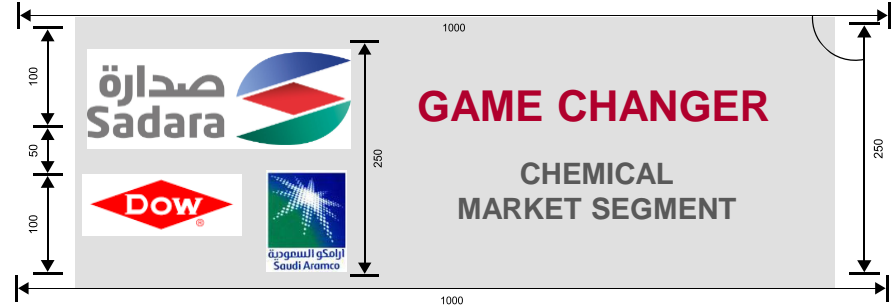
Future opportunities

Life extension:
€55bn to be spent for the “grand carénage”

Renewable



CHEMICALS: LEVERAGE AND REPLICATE



SADARA Chemical Complex

26 “World scale” manufacturing units, covering 12 Km²

60,000 employees

3 million tons/year

Services Delivered CAPEX

Procurement Inspections
Site/plant Inspections

OPEX

Non-Destructive Testing
Lifting inspections

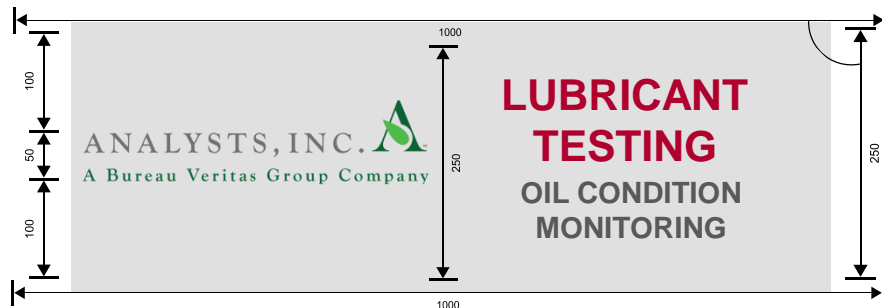
Future Opportunities

Full Asset Integrity Management

Total cost of ownership model

Chemical product testing

OIL & GAS: ACQUISITION IN THE USA



Large global market

€400m o/w €150m
in North America

Reliability testing of in-service lubricants

Gearbox, compressors,
turbines

Driven by consumption and oil product flows

Not directly linked to oil prices

Bureau Veritas expanding lab network

Canada, South Africa, Dubai,
Australia



KEY TAKEAWAYS



**OPEX market is very large,
fragmented and resilient**

**Bureau Veritas has a huge potential
to increase its OPEX market share**

**OPEX
Services**

€500m
Incremental
revenue
by **2020**