

# **Acquisitions & financial structure**



- Since January 1st, acquisition of 13 companies representing €160m of annual revenues (Amdel, Cesmec, Anasol)
- 80% of financial debt with maturities ranging between 2012 and 2020
- Schedule of amortization
  - Q4 2008 : €32m
  - 2009-2011 : €64m per year
- High free cash flow generation sufficient to finance the external growth component of the 2006-2011 strategic plan (\*)

(\*) 2006-2011 strategic plan presented at IPO:

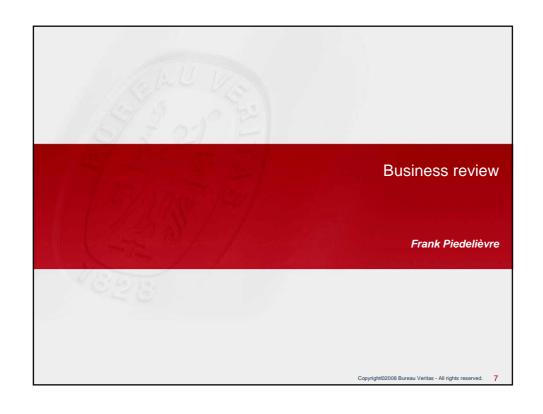
• Double 2006 revenue by 2011

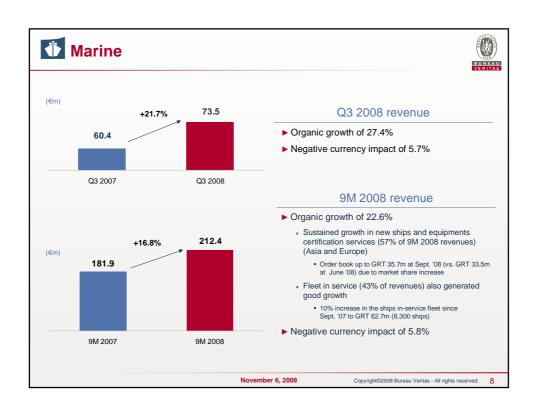
• 150 bps operating margin improvement at constant perimeter (excluding acquisitions)

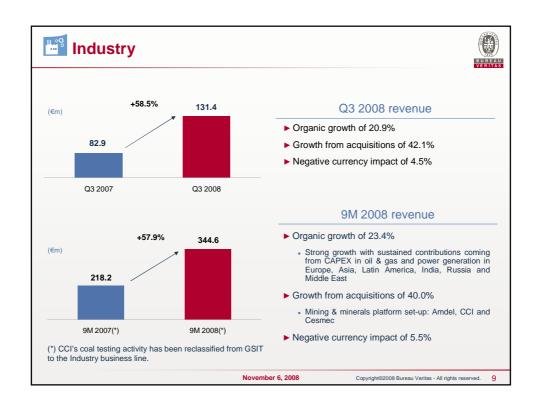
• 15-20% average annual net income growth over the period (excluding non-operating items)

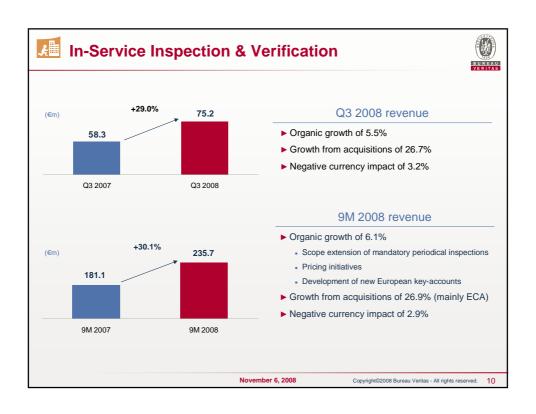
November 6, 2008

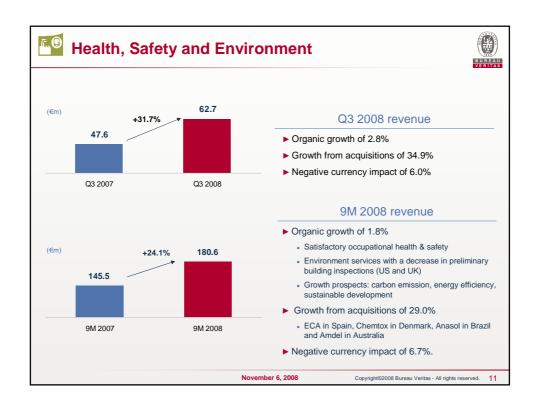
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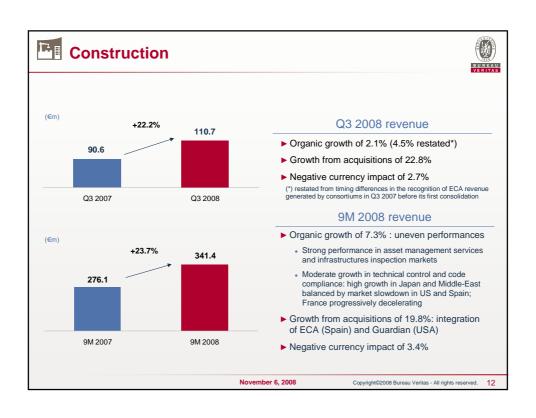


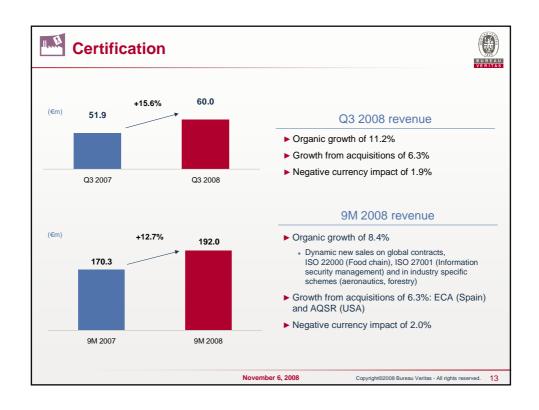


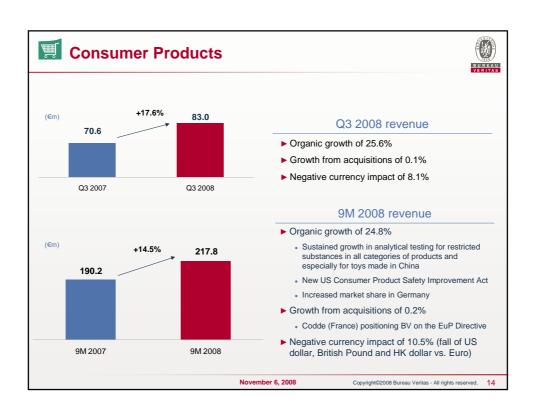


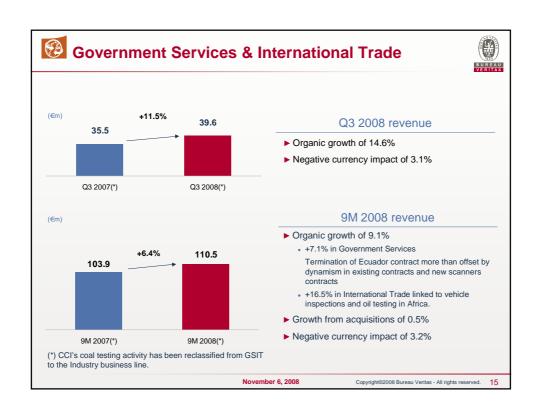


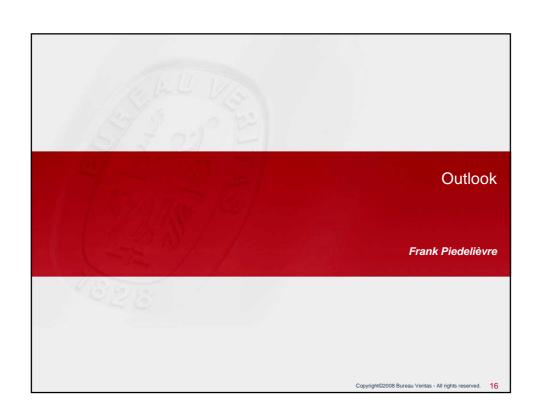












## **Outlook**



#### ► Strong growth in 2008

• The group maintains its expectation of higher growth than the previous estimate of 15% growth in revenues and adjusted operating profit, at 2007 exchange rate and excluding any contribution from 2008 acquisitions

#### ► Perspectives for 2009

The 2009 growth targets will be set to take account of the economic consequences of the current financial crisis.
 However, their impact should be balanced by the geographic diversity and resilience of Bureau Veritas' business portfolio, as well as the existence of structural growth factors such as the strengthening of regulations, and the privatization and outsourcing of control and inspection operations.

### • Organic growth

- In-service assets portfolio growth (IVS, Marine and Industry)
- New regulations and new standards (Consumer Products, IVS and HSE)
- Privatization expansion (Construction)
- New global service offering (Industry Mining & Minerals)
- Recertification year (ISO 9000)
- New contracts (GSIT)
- Contribution of 2008 acquisitions (+2%)
- Impact from currencies expected to be positive

#### ▶ In line with the 2011 targets

- Double 2006 revenue by 2011
- 150 bps operating margin improvement at constant perimeter (excluding acquisitions)
- 15-20% average annual net income growth over the period (excluding non-operating items)

November 6, 2008

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10