



bouvet

Interim presentation Third quarter 2020

10 November 2020

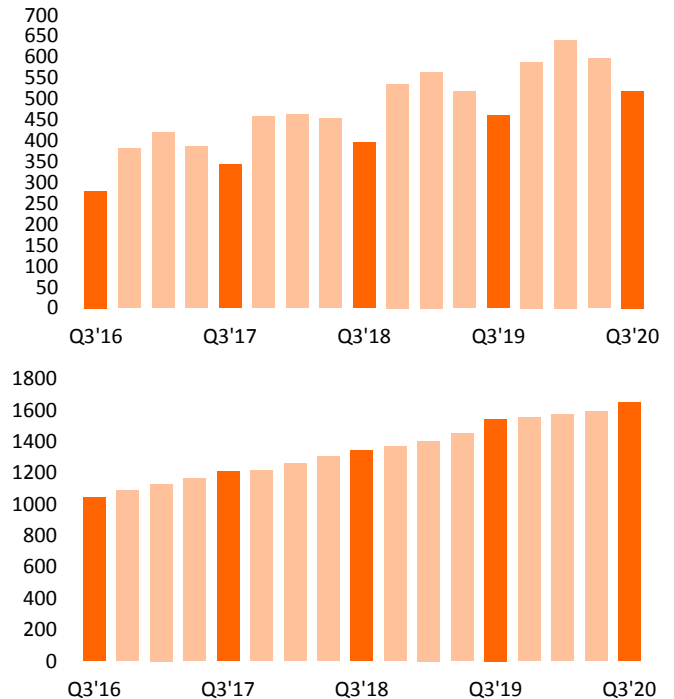
Sverre Hurum, CEO
Erik Stubø, CFO

Highlights in the quarter

- Revenue and EBIT
 - Operating revenues increased by 12.6 percent to NOK 518.9 million (y-o-y)
 - EBIT increased by 69.6 percent to NOK 55.2 million (y-o-y)
- 1 650 employees
 - Up 56 from Q2'20
 - An increase of 105 in the past 12 months
- High customer satisfaction
- Supplementary dividend of NOK 8.25 per share

Revenue and number of employees

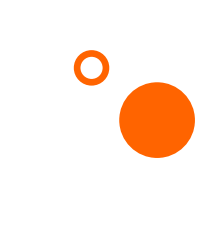
MNOK and number





Bouvet's vision

We lead the way and
build tomorrow's society





Bouvet's ambition

We will be the most credible consultancy with
the most satisfied employees and clients

Long-term goals



Best workplace



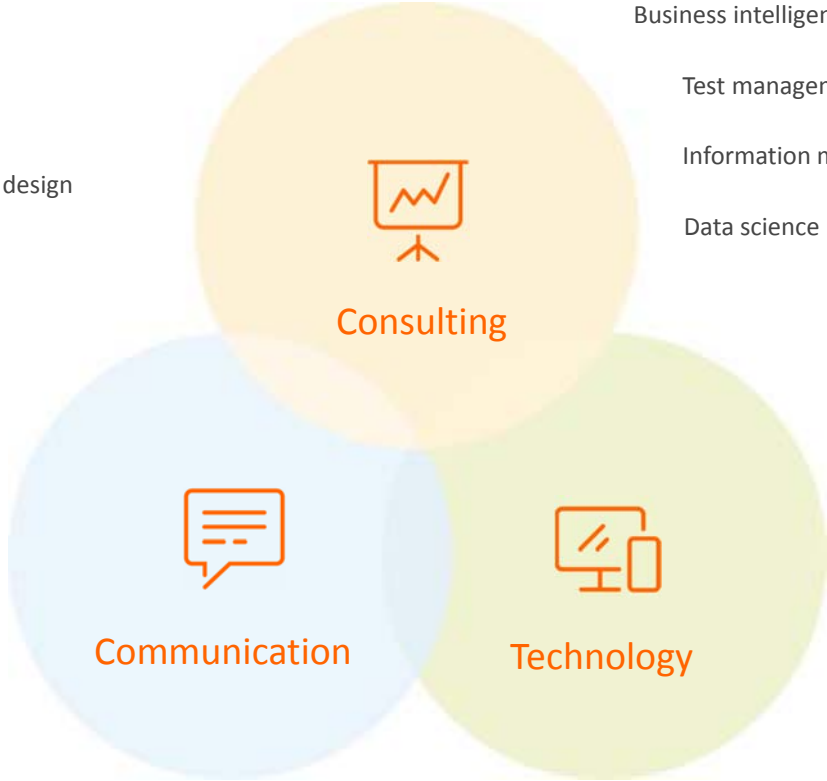
Client-oriented and
long-term relations



Successful business

Our services

Graphic design
Design systems
Digital marketing
Digital customer experience
Web solutions
Brand-building
Content Collaboration
Mobile solutions
SEO User testing
Social media



Security Advisory sustainability and digitalisation
Scrum master Process management Program management
Enterprise architecture Multi-channel strategy Innovation
Business intelligence IT architecture Product strategy DevOps
Test management Project management Agile Design thinking
Information management Digital strategy Service design Lean
Data science GDPR Big Data Change management

Tailored solutions Power BI
System development Data Analysis
Business intelligence Hybrid Cloud
Integration SAP Cloud Services
Application management Infrastructure
IoT AI and machine learning Platforms HoloLens
Identity Access Management Cyber – physical systems Mixed reality



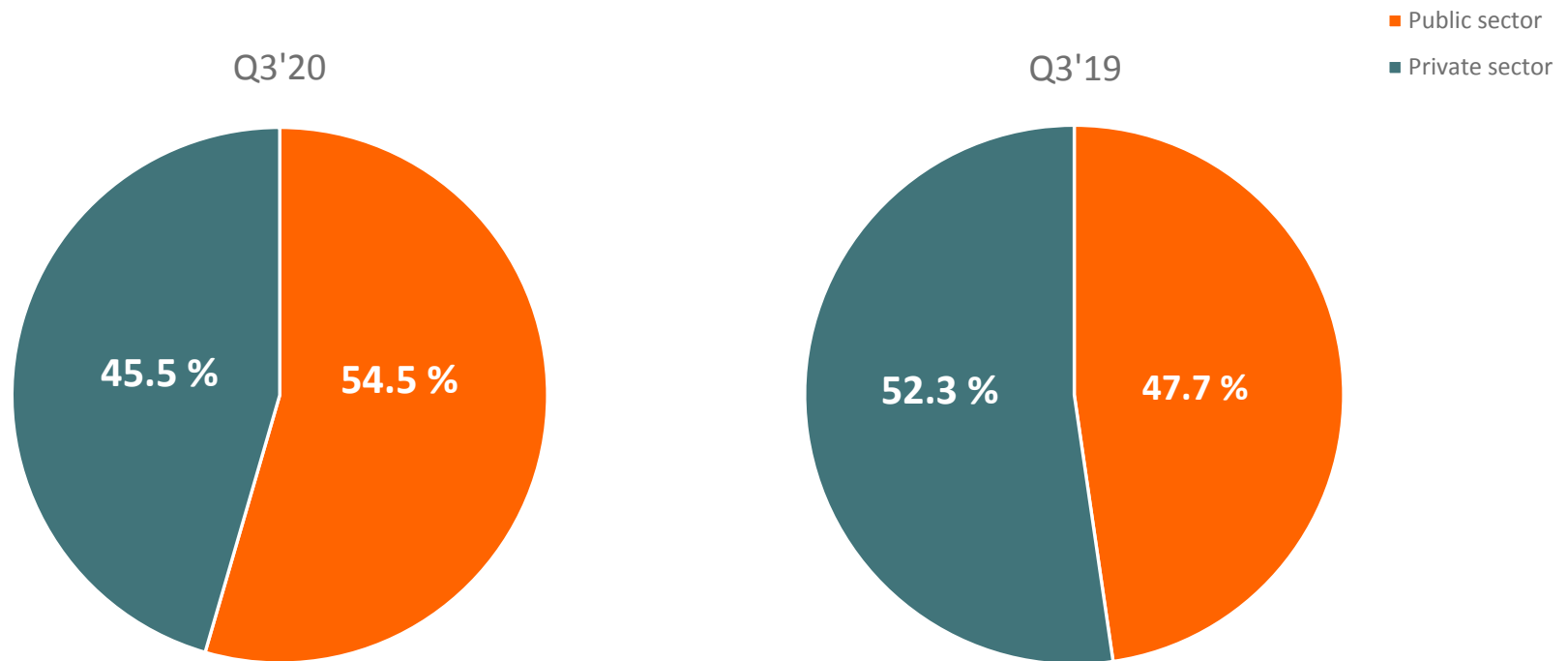
Open courses
Internal company courses



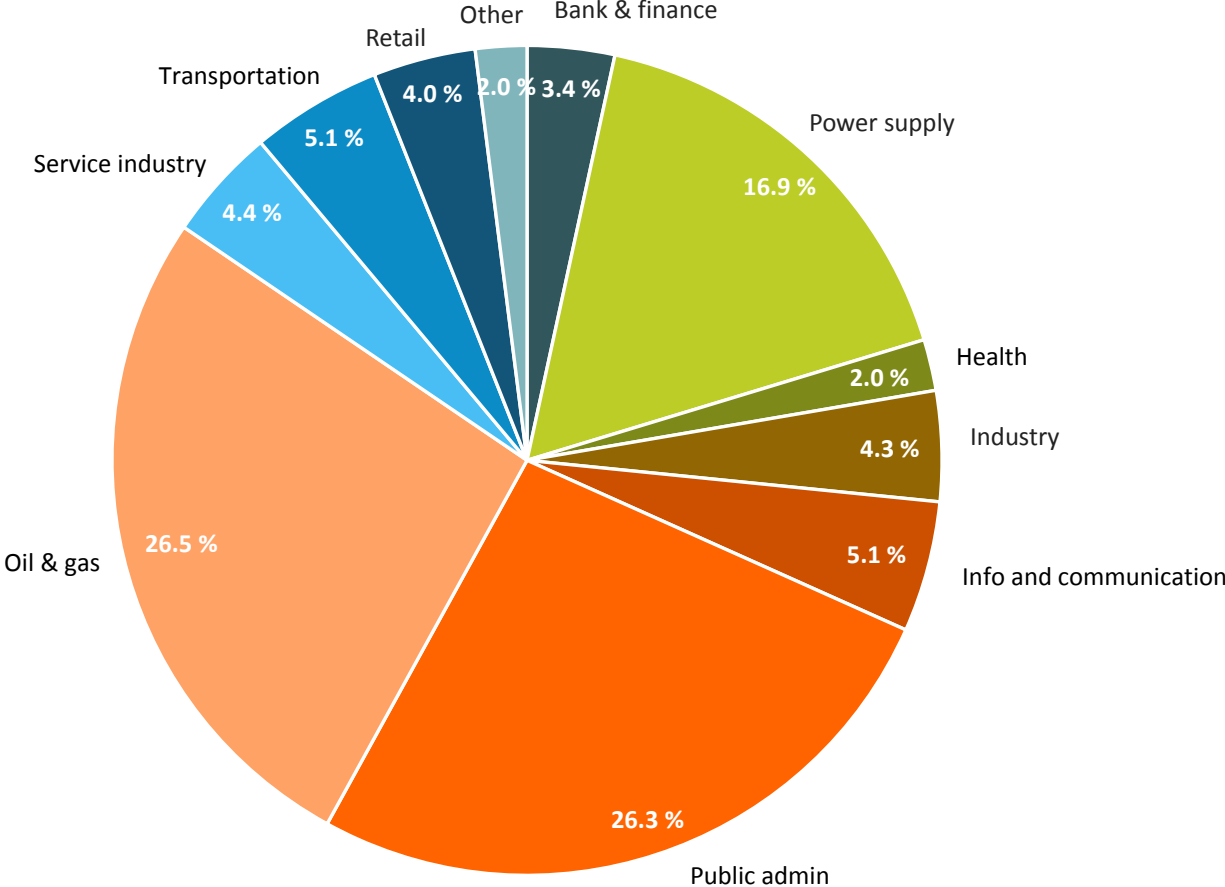
Operational Review



Public and private sector



Business sectors Q3 2020



The four largest sectors

Oil & gas

- Increased by 1.1 percent (y-o-y)
- Represents 26.5 percent of total revenues in Q3'20

Public admin

- Increased by 18.1 percent (y-o-y)
- Represents 26.3 percent of total revenues in Q3'20

Power supply

- Increased by 106.5 percent (y-o-y)
- Represents 16.9 percent of total revenues in Q3'20

Transportation

- Decreased by 18.9 percent (y-o-y)
- Represents 5.1 percent of total revenues in Q3'20



Technology partners

Content management systems



Platforms



Industry



Steering systems



Identity and Access management



Robot technology



Industrial Control Systems



Industrial software

ERP



Artificial intelligence



Personalising webpages

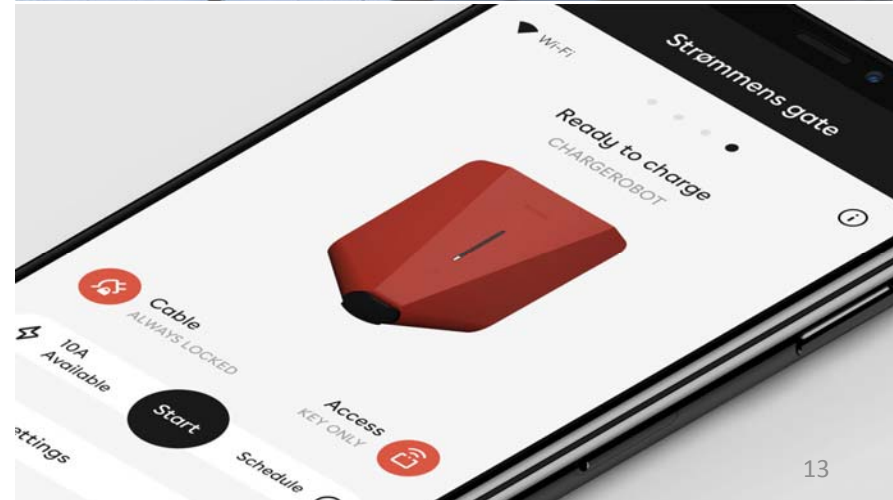
Bouvet in partnership with Microsoft for HoloLens in Norway

- Bouvet has focused on Mixed Reality since 2015 and has positioned the company at the forefront of this technology.
- We have successfully delivered projects to multiple countries, such as Italy, USA, UK and Australia
- Launched Lens by Bouvet, our first App in the HoloLens Appstore with users in three continents
- Authorized reseller of HoloLens in Norway



User-centered product development and innovation

- Easee has the goal of delivering the best user experience for car charging by focusing on sustainability, smartness and security
- Bouvet's subsidiary Olavstoppen develops the steering app and in collaboration with Easee continuously launches new features and applications



Sustainable business development

- Innovation Norway conducts a program for the tourism industry with the aim to assist the sector to develop more sustainable business models
- Bouvet's deliveries:
 - Ensuring digital implementation of the program
 - Advising the participants in mapping the current business model and developing it in a more sustainable direction

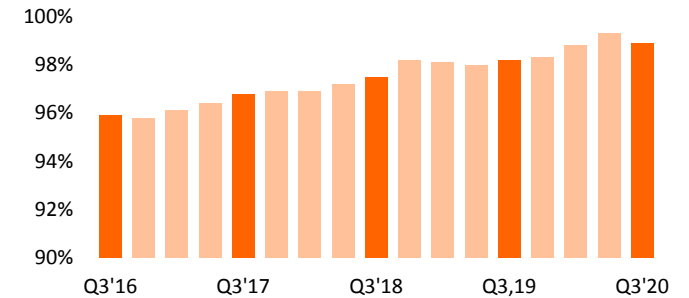


LEIF JOHNNY OLESTAD - VISITNORWAY.COM

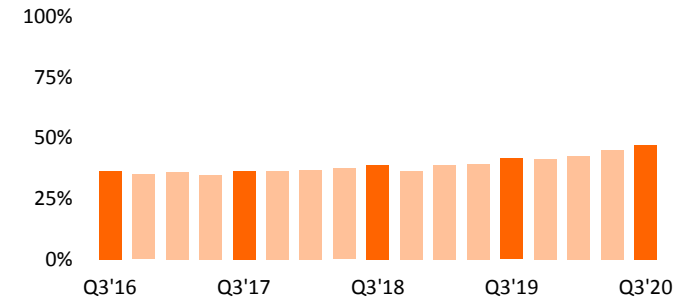
Customer and project mix

- Project mix
 - Variable contracts account for 98.9 percent of total revenues
- Customer portfolio
 - The 10 largest customers represent 47.2 percent of total revenues – up from 41.6 percent in Q3'19
 - The 20 largest customers represent 56.6 percent of total revenues – up from 51.6 percent in Q3'19

Variably priced contracts share of revenues
Percentage



10 largest customers share of revenues
Percentage



Customer development

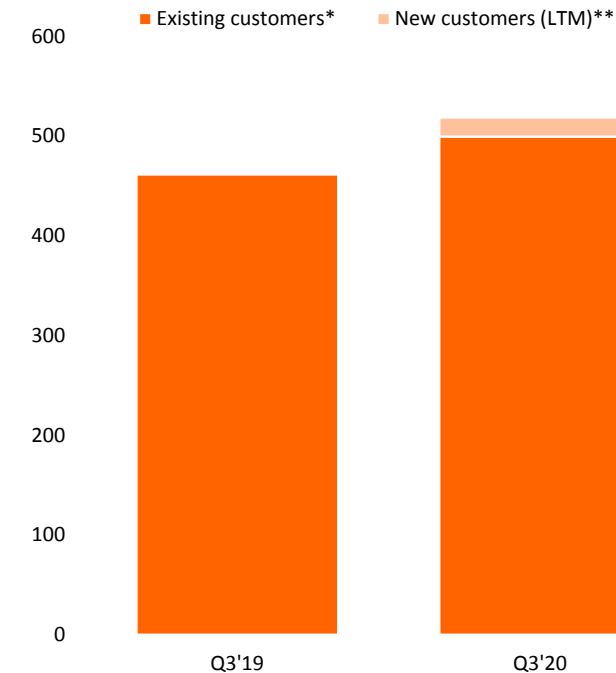
- Existing customers*
 - Accounted for 96.3 percent of revenues in Q3'20
- New customers**
 - Customers won over the past year generated revenues of NOK 19.1 million in Q3'20

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

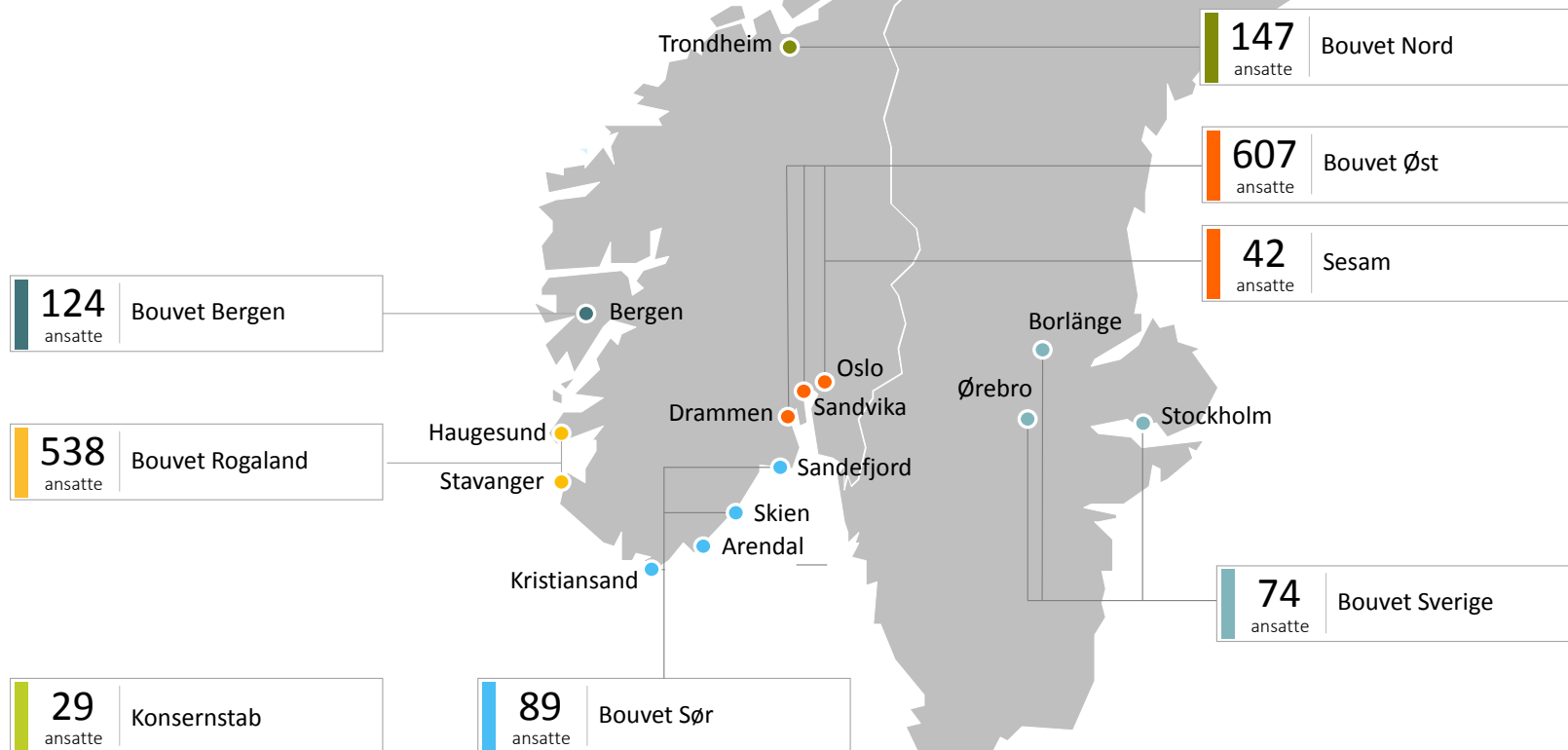
** New customers defined as customers won since end of corresponding quarter last year

Revenue customer split

MNOK



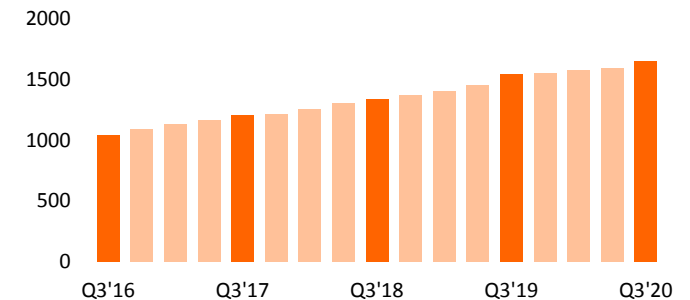
Regional organisation



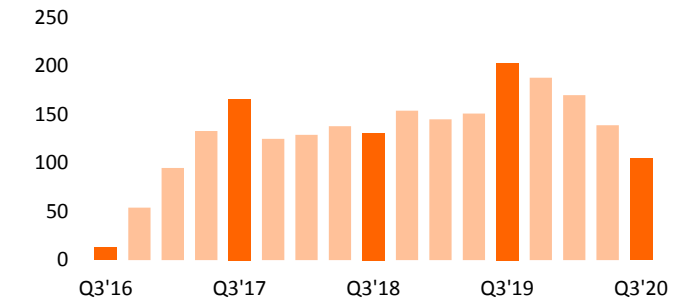
Enthusiastic and competent employees

- 1 650 employees at the end of the quarter
 - Up 56 from Q2'20
 - 105 more employees in the past 12 months
 - Average number of employees in the quarter up 7.6 percent from Q3'19

Number of employees end of quarter



Annual growth in number of employees





Financial Review

Key figures

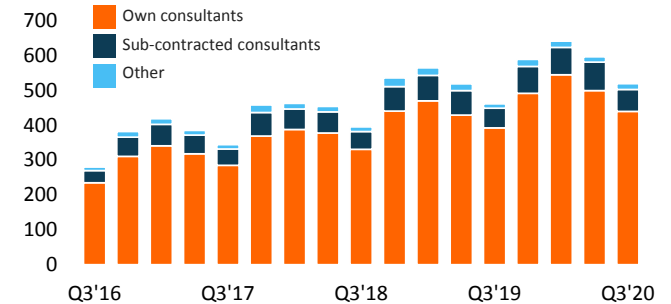
MNOK	Three months ending			Nine months ending			Twelve months ending		
	30.09.2020	30.09.2019	Change	30.09.2020	30.09.2019	Change	30.09.2020	30.09.2019	Change
Operating revenue	518.9	460.9	12.6 %	1 756.2	1 543.5	13.8 %	2 344.8	2 078.9	12.8 %
Operating profit (EBIT)	55.2	32.6	69.6 %	223.0	160.7	38.8 %	294.4	225.8	30.3 %
EBIT margin	10.6 %	7.1 %		12.7 %	10.4 %		12.6 %	10.9 %	
Ordinary profit before tax	54.2	33.0	64.1 %	221.3	160.9	37.5 %	288.6	227.2	27.0 %
Profit for the period	41.9	25.7	62.9 %	172.1	125.5	37.1 %	226.7	179.1	26.6 %
EPS (fully diluted)	4.04	2.49	62.0 %	16.59	12.15	36.6 %	21.88	17.35	26.2 %
Net cash flow operations	41.3	10.8	282.5 %	252.2	47.3	433.4 %	482.0	263.2	83.1 %
Equity ratio	33.2 %	27.5 %		33.2 %	27.5 %		33.2 %	27.5 %	
Liquid assets	457.9	133.2	243.8 %	457.9	133.2	243.8 %	457.9	133.2	243.8 %
Number of employees (end of period)	1 650	1 545	6.8 %	1 650	1 545	6.8 %	1 650	1 545	6.8 %
Number of employees (average)	1 628	1 513	7.6 %	1 594	1 449	10.0 %	1 583	1 427	10.9 %

Revenue

- Revenues increased by 12.6 percent y-o-y
 - Revenues from own consultants increased by 11.9 percent to NOK 439.4 million
 - Revenues from sub-contracted consultants increased by 12.6 percent to NOK 63.0 million
 - Other revenues increased by 34.5 percent to NOK 16.5 million

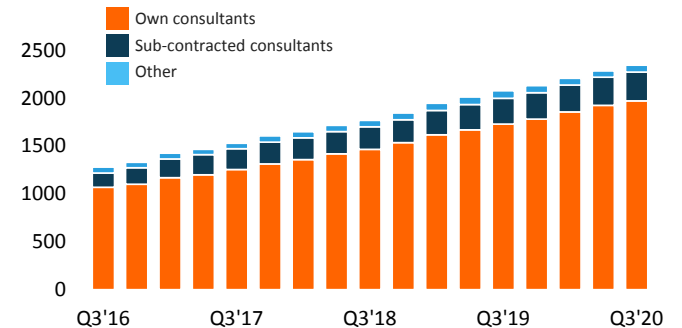
Revenue split (quarterly figures)

MNOK



Revenue split (12 months rolling average)

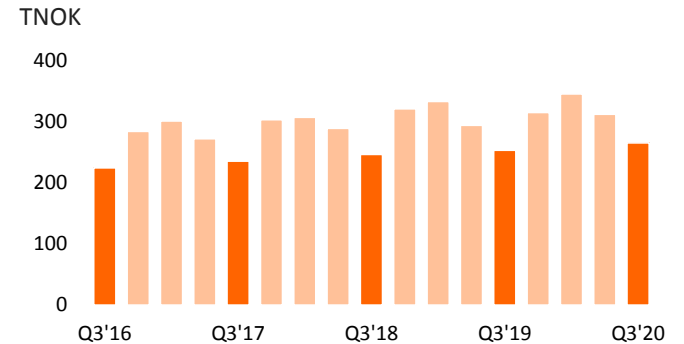
MNOK



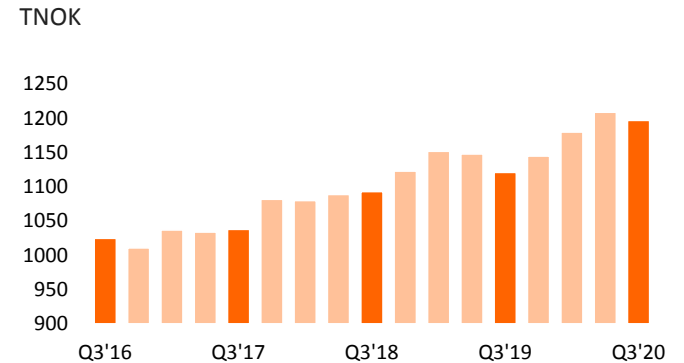
Revenues from own consultants

- Increased 11.9 percent y-o-y
 - Positive impact from 7.6 percent increase in average number of employees
 - Positive impact from 0.8 percent increase in prices for group hourly services
 - Positive impact from increase in billing ratio by 0.9 percentage points
 - 66 workdays in Q3'20 – equal to Q3'19

Revenue per employee (quarterly figures)



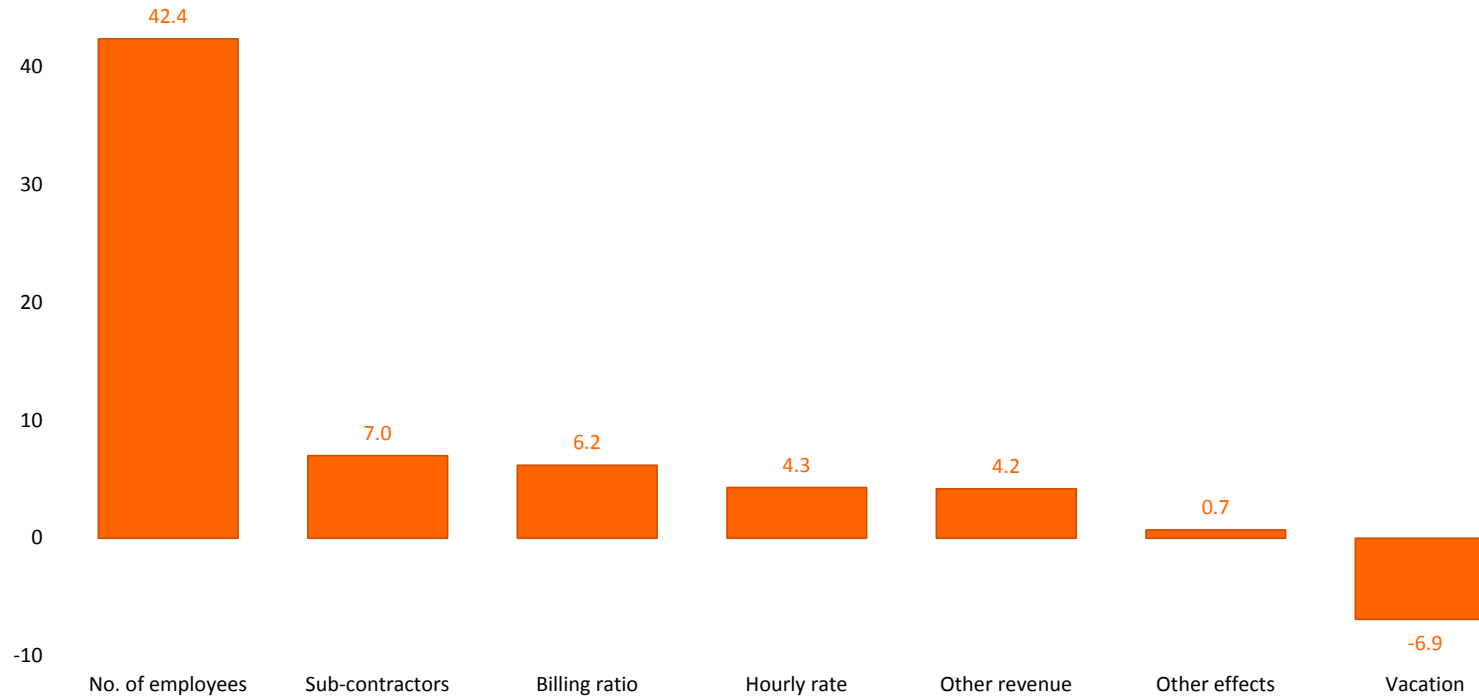
Revenue per employee (LTM)



Analysis of change in revenues y-o-y

Revenue
MNOK

50

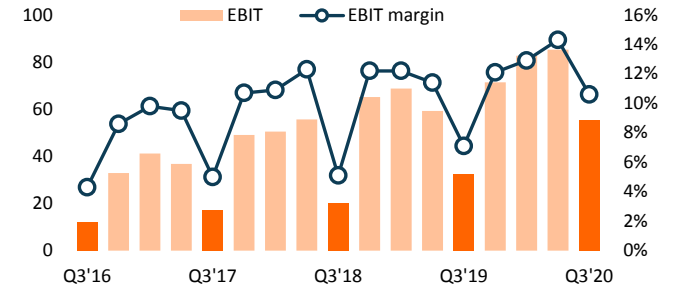


Earnings

- Operating profit (EBIT) increased by 69.6 percent to NOK 55.2 million
- EBIT margin of 10.6 percent compared to 7.1 percent in Q3'19
- Operating expenses increased by 8.3 percent y-o-y
- General growth in pay rate 3.1 percent y-o-y
- Covid-19 effects
 - Positiv impact from reduced costs related to travel, courses, conferences, social events and recruitment - NOK 22.1 million

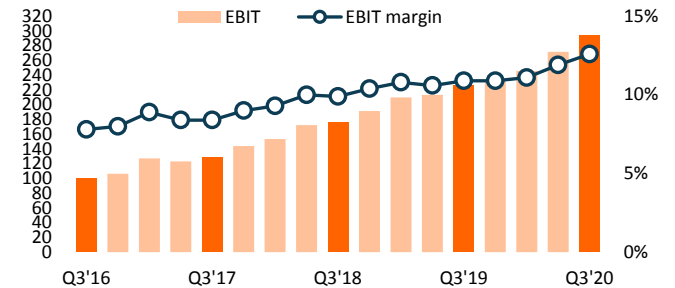
EBIT and EBIT margin

MNOK and Percent



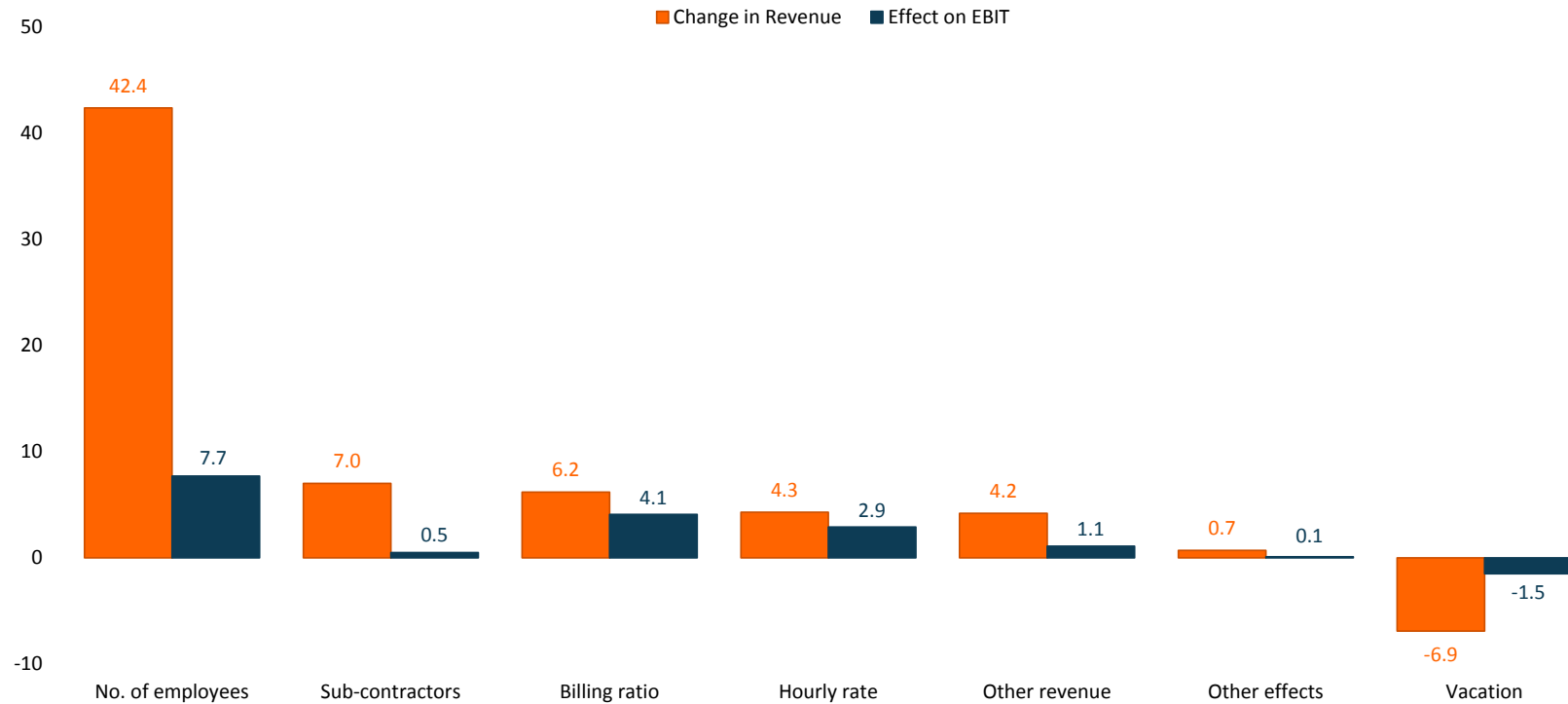
EBIT and EBIT margin (LTM)

MNOK and Percent



Change in revenues – effect on EBIT

Revenue
MNOK

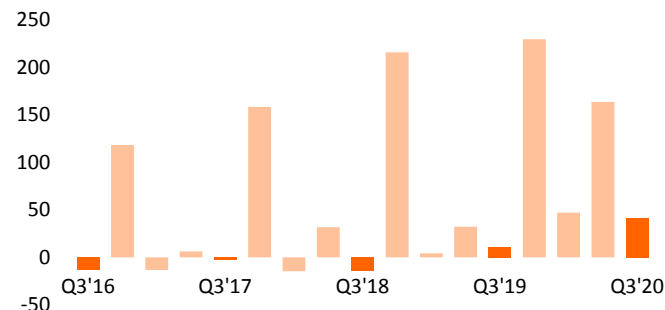


Cash flow

- Cash flow from operations
 - NOK 41.3 million in Q3'20 compared to NOK 10.8 million in Q3'19
- Cash flow last 12 months
 - Operational cash flow over the last 12 months was NOK 482.0 million
- Cash flow from investing activities
 - Negative NOK 9.1 million compared to negative NOK 6.6 million in Q3'19

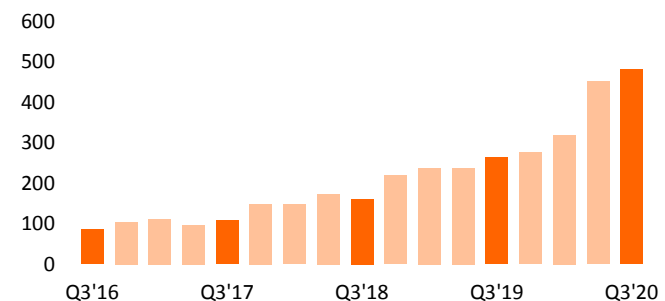
Cash flow from operations (per quarter)

MNOK



Cash flow from operations (LTM)

MNOK





Outlook



Outlook summary

- Focus on digital transformation:
 - High demand for advisory and user-centered development that creates value and develop organisations in a sustainable direction
 - High demand for system development
 - Improved demand for service design and advisory as change management
 - High demand for cloud and platform services
 - Increased demand for knowledge sharing and collaboration



Outlook summary

- New opportunities due to rapid change in society, customer behaviour and business models
- High global uncertainty due to Covid-19
- Increased competition and price pressure





Appendix



Shareholders as of 10.11.2020

Shareholders	Number of shares	% of total
VARNER KAPITAL AS	818 000	7,98 %
Virtus KAR International Small-Cap	750 682	7,32 %
FOLKETRYGDFONDET	708 990	6,92 %
STENSHAGEN INVEST AS	586 699	5,72 %
VERDIPAPIRFOND ODIN NORDEN	451 215	4,40 %
SVERRE FINN HURUM	387 068	3,78 %
VERDIPAPIRFONDET NORDEA AVKASTNING	288 370	2,81 %
MP PENSJON PK	265 082	2,59 %
ERIK STUBØ	205 235	2,00 %
VEVLEN GÅRD AS	203 502	1,99 %
VERDIPAPIRFONDET NORDEA KAPITAL	198 695	1,94 %
UBS Switzerland AG	178 918	1,75 %
State Street Bank and Trust Comp	134 608	1,31 %
VERDIPAPIRFOND ODIN NORGE	127 057	1,24 %
VERDIPAPIRFONDET FIRST VERITAS	119 979	1,17 %
ANDERS ERIKSEN-VOLLE	99 773	0,97 %
KLP AKSJENORGE INDEKS	98 555	0,96 %
STOREBRAND NORGE I VERDIPAPIRFOND	98 055	0,96 %
VERDIPAPIRFONDET NORDEA NORGE PLUS	95 920	0,94 %
TELENOR PENSJONSKASSE	90 000	0,88 %
Number of shares held by the 20 largest shareholders	5 906 403	57,62 %