Investor presentation

May 2020
Contents

Profile & strategy

2019 results

Q1 2020 trading update & outlook
1. Profile and strategy
We are the world’s leading Geo-data specialist

Geo-data is essential for designing, building and operating any asset on this planet

Fugro’s AAA approach

▪ Acquisition of Geo-data
▪ Analysis of the data
▪ Advice based on knowledge and insights

More insights, more optimised processes
Unlocking insights from Geo-data

With our ‘triple A’ approach we help our clients to design, build and operate their assets safely and sustainably.

Acquisition | Analysis | Advice

Investor presentation May 2020
Together we create a safe and liveable world
Fugro’s key markets and services

- **2019 €1,631m**
  - Oil & Gas: 52%
  - Infrastructure: 23%
  - Renewables: 14%
  - Nautical: 7%
  - Other: 4%

- **2019 €1,631m**
  - Marine site characterisation: 40%
  - Marine asset integrity: 32%
  - Land site characterisation: 22%
  - Land asset integrity: 6%

- Major office locations: Europe-Africa, Americas, Asia Pacific, Middle East & India
Lower dependence on oil & gas, strong revenue growth in renewables and nautical

Share of market segments

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>oil &amp; gas</td>
<td>76%</td>
<td>70%</td>
<td>62%</td>
<td>55%</td>
<td>54%</td>
<td>52%</td>
</tr>
<tr>
<td>infrastructure</td>
<td>14%</td>
<td>18%</td>
<td>23%</td>
<td>25%</td>
<td>24%</td>
<td>23%</td>
</tr>
<tr>
<td>renewables</td>
<td>4%</td>
<td>7%</td>
<td>7%</td>
<td>5%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>nautical</td>
<td>27%</td>
<td>27%</td>
<td>23%</td>
<td>25%</td>
<td>24%</td>
<td>23%</td>
</tr>
<tr>
<td>other</td>
<td>-1%</td>
<td>-1%</td>
<td>-1%</td>
<td>-1%</td>
<td>-1%</td>
<td>-1%</td>
</tr>
</tbody>
</table>

Revenue growth\(^1\) in market segments

- Strong growth offshore wind and hydrography
- Revenue decline in oil & gas due to rationalisation marine asset integrity in Asia Pacific

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1. YoY YTD comparable revenue growth
2. Until FY2017, ‘renewables’ was included in ‘other’ and ‘nautical’ in ‘infrastructure’
Marine services address the full lifecycle of offshore assets

Uniquely capable in both site characterisation and asset integrity services

<table>
<thead>
<tr>
<th>Exploration &amp; Appraisal</th>
<th>Development planning</th>
<th>Field development</th>
<th>Production &amp; Maintenance</th>
<th>Decommissioning</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Final investment decision</td>
</tr>
</tbody>
</table>

Marine site characterisation services

- **Seep surveys** detecting and analysing hydrocarbon leakages
- **Geophysical survey** mapping of seabed’s (sub)surface
- **Geotechnical investigation** determining soil composition via extraction of samples and laboratory/in-situ testing
- **Hydrography** sea-bottom mapping/charting
- **Geoconsulting** including ground modelling and geohazard risk assessment

Marine asset integrity services

- **Monitoring & forecasting** real-time monitoring and forecasting of weather, currents and environmental conditions
- **Positioning** providing subscription based signals and service
- **Construction support** providing survey systems and related expertise
- **ROV & tooling** inspection and light intervention using ROVs
- **IRM services** assessing condition of underwater assets and executing light repair and maintenance programs
Marine business – selected 2019 projects
How Fugro assists its marine clients across the lifecycle

- **Exploration & Appraisal**
  - **A** Clair ridge site characterisation
  - **B** Offshore wind projects North Sea
  - **C** Remote rig positioning Gulf of Mexico

### A: Clair ridge site characterisation

- 3D ultra-high-resolution imaging to support infrastructure planning in area of complex geology
- Bespoke equipment designed and engineered by Fugro
- Client benefits: de-risking of development, providing significant improvement to schedule and cost

### B: Offshore wind projects North Sea

- Geotechnical site characterisation project for Hollandse Kust (west) wind farm zone
- Follows earlier work in various zones of Hollandse Kust and Borssele developments since 2015
- Client benefit: crucial advice for safe, efficient and sustainable construction

### C: Remote rig positioning Gulf of Mexico

- Using OARS® technology, providing centralised command centres with direct access to offshore projects
- Client and Fugro benefits: optimisation of offshore survey crew size, contribution to lower CO₂ footprint
Land services address the full lifecycle of onshore assets

Uniquely capable in both site characterisation and asset integrity services

**Site appraisal**

**Design & Contracting**

**Construction**

**Operation & Maintenance**

** Decommissioning**

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**Land site characterisation services**

- Geotechnical investigation determining soil composition via extraction of samples or cone penetration testing
- Geophysical surveys mapping of subterranean soil characteristics
- Monitoring of (sub)surface, new and existing assets during the construction phase and operational phase
- Testing of rock and soil samples, foundation and construction materials testing
- Geoconsulting including geohazard risk assessments, foundation advice, water resource management and flood control

**Land asset integrity service**

- Acquisition of geospatial data to map, inspect, and advise on the integrity of:
  - Rail tracks
  - Roads
  - Power lines
  - Pipelines & industrial facilities
Land business – selected 2019 projects
How Fugro assists its land clients across the lifecycle

A Site appraisal
- Site investigation Elbtower Hamburg

B Design & Contracting
- Consultancy services Hong Kong
- Consultancy and construction supervision services for Country Garden’s residential real estate development in Hong Kong
- Client benefit: multidisciplinary consultancy services shorten overall programme through seamless engineering solution

C Operation & Maintenance
- Roadware condition assessment UAE
- Review of current condition of >14,000 kilometres of road and recommendations for future repairs
- Client benefit: selection of preventative maintenance to optimise spending

- Load-testing programme as part of foundation design verification for the third tallest building in Germany
- Client benefits: optimisation of foundation design without the need for costly and time-consuming installation of the reaction piles used in conventional testing

- Consultancy and construction supervision services for Country Garden’s residential real estate development in Hong Kong
- Client benefit: multidisciplinary consultancy services shorten overall programme through seamless engineering solution
World’s leading Geo-data specialist

Widest breadth of services amongst companies active in both site characterisation and asset integrity services

Fugro’s competitive position

<table>
<thead>
<tr>
<th>Marine</th>
<th>Land</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seep surveys</td>
<td>Geotechnical investigation</td>
</tr>
<tr>
<td>Geophysical survey</td>
<td></td>
</tr>
<tr>
<td>Geotechnical investigation</td>
<td>Monitoring &amp; forecasting</td>
</tr>
<tr>
<td>Geoconsulting</td>
<td></td>
</tr>
<tr>
<td>Monitoring &amp; forecasting</td>
<td>Positioning</td>
</tr>
<tr>
<td>Positioning</td>
<td>ROV &amp; tooling</td>
</tr>
<tr>
<td>ROV &amp; tooling</td>
<td>IRM services</td>
</tr>
<tr>
<td>IRM services</td>
<td></td>
</tr>
</tbody>
</table>

Note: Management estimates
Highly skilled specialists with strong safety culture

Fugro is one of the largest employers of Geo-specialists in the world

> 400 R&D engineers
> 550,000 hours of Fugro Academy training
> 100 nationalities

> 3,000 PhD/Master degree
Collaborating with top universities

25 data scientists

Awards

- Environmental Leadership Award
- Compass Industrial Award
- Equipment Innovation Award

Client recognition

- 1.2 million safe work hours
- High scores in the 7-Star audit programme
- Zero fatality, lost time injury, major fire and major loss of primary containment

- Model frontline supervisor & Model subcontractor
- Outstanding performance in health and safety at work over 22 years

Development Bureau & Construction Industrial Council

Malaysia Geomatics Operations
27 years without lost time injuries

TechnipFMC
Qatar Petroleum
PETRONAS
ROSPA
Diversified client base and long-standing client relationships
Fugro services multiple markets and type of clients

Revenue by segment

Revenue by client type

Client concentration

Strong blue chip client base

Note: Revenue splits are based on FY2019 figures with Seabed classified as discontinued operations

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State-of-the-art asset base
Modern fleet that is easily redeployable across markets providing operations flexibility

- 25 specialised service vessels
- 3 uncrewed surface vessels
- 6 autonomous underwater vehicles
- 82 remotely operated vehicles
- 117 cone penetration testing systems
- 194 geotechnical drilling rigs
- 26 jack up platforms
- 39 laboratories
- 7 remote operations centers
Innovation and digitalisation
Integrated digital solutions to enhance our client’s insights from Geo-data

State-of-the-art technologies

- Quickvision
- Wavescan Buoy
- In-house ROV
- Fibre Optic Sensors
- RILA
- OARS
- Subsea Nodule Detection
- ROAMES
- GNSS Positioning

>Fugro’s Digital Foundation

- Change detection
- Emergency alerts
- Predictive maintenance
- Risk based inspection
- Life extension
- Design optimisation

>400 R&D engineers and scientists of which ~70% in software & data science close to 2.5% of revenue spent on R&D

REMOTE OPERATIONS
ROBOTICS
AUTONOMOUS
ADVANCED ANALYTICS
CONNECTED DATA
CLIENT INTERFACES

AvA 2020
Investor presentation May 2020
### Continuously rethinking what we do and how we do it

**Sustainability is embedded in Fugro’s business**

<table>
<thead>
<tr>
<th>Important role to play in the ongoing energy transition</th>
<th>Increase safety while limiting environmental impact with innovation</th>
<th>Sustainable cities</th>
<th>Mitigating climate change impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth in renewable energy is strong and has global reach, accounting for ~15% of Fugro’s revenue.</td>
<td>Fugro’s sustainable and innovative solutions help clients to develop vital fossil resources in (1) safe and responsible way, and (2) lower CO(_2) footprint.</td>
<td>Much of Fugro’s land business has direct impact on sustainable development of infrastructure.</td>
<td>Fugro is increasingly involved in projects that map and mitigate the impact of climate change.</td>
</tr>
</tbody>
</table>

- Site investigation for Ørsted offshore wind projects in Greater Changhua
- 7 remote operations providing 150,000 project hours to date
- Levee reinforcement project won Dutch Water Innovation Award
- Coastal zone mapping

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Investor presentation May 2020
Continuously rethinking what we do and how we do it

Sustainability is embedded in Fugro’s business

<table>
<thead>
<tr>
<th>De-risking of exploration activities</th>
<th>Next level electricity network management</th>
<th>Insights for safe, and efficiently managed roads</th>
<th>Increase safety while limiting environmental impact with innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fugro identifies carbon leakage so that the unnecessary footprint of more invasive methods is reduced.</td>
<td>Fugro Roames platform enables remote inspection and helps to optimise maintenance and repair schedules and reduce environmental impact.</td>
<td>Fugro’s 3D pavement system provides insight so maintenance strategies can be optimised and road defects can be detected at an early stage.</td>
<td>In 2019, 98 remote rig positioning services were executed, resulting in a reduction of offshore personnel and carbon footprint through the use of smaller and fewer vessels.</td>
</tr>
</tbody>
</table>

**Largest and longest track record in seep surveys**

**Capture, model and analyse Western Power’s distribution network**

**Data collection on over 16 million kilometres of roads to date**

**Remote rig positioning in Gulf of Mexico**
Path to Profitable Growth strategy

Purpose
Together we create a safe and liveable world

Vision
Be the world’s leading Geo-data specialist
Unlocking valuable insights from Geo-data to help our clients design, build and operate their assets safely and sustainably

Strategy
- Capture the upturn in Energy & Infrastructure
- Differentiate by integrated digital solutions
- Leverage core expertise in new growth markets

Enablers
- Best people
- Client focus
- Operational excellence
- Value-driven innovation
## Progress divestment of non-core assets

### Seabed Geosolutions (100% stake)
- In December 2019, Fugro acquired CGG’s 40% shareholding and terminated JV agreement, in exchange for EUR 31.3 million, which will facilitate divestment
- Multiple parties have shown interest
- Business classified as held for sale

### Global Marine (24% stake)
- In October 2019, agreement reached to divest Global Marine’s stake in Huawei Marine Networks
- In March 2020, remaining interest in Global Marine was sold for USD 37 million
- Fugro share in total divestment proceeds will be used to reduce net debt

### Indirect interests in Australian exploration projects
- Royalty agreement on 4 Bedout basin permits with potential fee income based on future production
- 3 licences sold to Sapura in exchange for development of exploration permits and 15% remaining participation
- 50% share in Theia Energy, promising onshore shale development
2. 2019 results
Highlights 2019

- Second year of recovery with continued revenue growth and margin expansion
- EBIT margin of Fugro’s core business improved to 4.2% from 1.9% last year; driven by substantially better performance of marine
- Revenue growth of 2.7% on top of very strong increase last year, due to selective tendering, prioritising profitability and cash flow
- Strong improvement of cash flow from core business
- Positive net result excluding previously announced specific items, mainly related to Southern Star arbitration and impairment on Seabed (held for sale)
- Fugro announces comprehensive refinancing of its capital structure to extend maturity profile

*key figures in this presentation from continuing operations, unless otherwise indicated*
### 2019 key financials: continued margin improvement

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved EBIT margin</td>
<td>1.9%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Free cash flow turns positive</td>
<td>-21</td>
<td>58</td>
</tr>
<tr>
<td>Healthy 12-month backlog</td>
<td>902</td>
<td>1,011</td>
</tr>
</tbody>
</table>

- Margin expansion driven by marine, land business lagging
- MSC continues strong performance; MAI turned the corner and showed good improvement
- Mixed regional performance
- Strong backlog growth driven by Europe and Middle East & India
Revenue and EBIT expansion driven by marine

Revenue

X EUR million

<table>
<thead>
<tr>
<th>2018</th>
<th>Marine</th>
<th>Land</th>
<th>FX effect</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,553</td>
<td>60</td>
<td>-18</td>
<td></td>
<td>1,631</td>
</tr>
</tbody>
</table>

+2.7%\(^1\)

EBIT

X EUR million, adjusted

<table>
<thead>
<tr>
<th>2018</th>
<th>Marine</th>
<th>Land</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>47</td>
<td>-9</td>
<td>68</td>
</tr>
</tbody>
</table>

1.9%\(^1\)

1. Corrected for currency effect

- **Marine site characterisation** (MSC) double digit revenue growth; continued margin expansion.
- **Marine asset integrity** (MAI) slight revenue decrease with significant margin improvement.
- **Land site characterisation** (LSC) mid-single digit revenue decline, restructuring ongoing with impact in following quarters.
- **Land asset integrity** (LAI) slight revenue growth and result improvement, though small loss remaining.
Mixed regional performance

Revenue
X EUR million

<table>
<thead>
<tr>
<th>Region</th>
<th>2018</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe - Africa</td>
<td>32</td>
<td>60</td>
<td>28</td>
</tr>
<tr>
<td>Americas</td>
<td>1,553</td>
<td>1,631</td>
<td>80</td>
</tr>
<tr>
<td>APAC</td>
<td>-43</td>
<td>-7</td>
<td>-36</td>
</tr>
<tr>
<td>Middle East &amp; India</td>
<td>-12</td>
<td>36</td>
<td>24</td>
</tr>
</tbody>
</table>

EBIT
X EUR million, adjusted

<table>
<thead>
<tr>
<th>Region</th>
<th>2018</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe - Africa</td>
<td>30</td>
<td>36</td>
<td>6</td>
</tr>
<tr>
<td>Americas</td>
<td>20</td>
<td>-12</td>
<td>-32</td>
</tr>
<tr>
<td>APAC</td>
<td>-6</td>
<td>20</td>
<td>26</td>
</tr>
<tr>
<td>Middle East &amp; India</td>
<td>68</td>
<td>1,9%</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

1. Corrected for currency effect
Europe-Africa: strong improvement to double digit margin

- Improved price levels in combination with increase in activity levels in marine and limited dry docks
- Strong growth MSC in offshore wind and healthy growth in MAI in oil & gas
- LSC down due to delays and reduced work scopes on certain key projects, in particular in UK

- Particularly strong improvement MSC, as result of operating leverage and improved pricing; MAI margin improved as well
- Land margin in line with 2018 despite lower revenue

(amounts in EUR million, adjusted EBIT, revenue growth corrected for currency effect)
Americas: margin decline despite revenue growth

- Growth supported by all business lines, especially MSC, driven by offshore wind on the east coast of US
- Decline mostly related to high level of maintenance, low utilisation of owned fleet and additional charters, as reported in H1
- H2 marginally profitable, impacted by unforeseen vessel downtime, however strongly improved compared to H1
- Land margin flat at low level as overall profitability of projects was too low, primarily due to cost overruns on some projects and competitive bidding

amounts in EUR million, adjusted EBIT, revenue growth corrected for currency effect
**APAC: restructuring efforts start to pay off**

- Significant revenue decline in MAI due to ongoing rationalisation, more selective tendering and smaller fleet; MSC up slightly
- LSC revenue declined due to challenging Hong Kong market; LAI revenue down due to project delays
- MAI margin turned positive as result of improved utilisation, selective tendering with better pricing and cost reduction measures; MSC margin stable
- LSC margin down due to lower revenue
- LAI margin turned marginally positive due to strong improvement project execution

Amounts in EUR million, adjusted EBIT, revenue growth corrected for currency effect
Middle East & India: margin decline, actions initiated

- MSC revenue down due to low activity level in Egypt
- MAI up due to higher activity in positioning and construction support
- LSC was impacted by ongoing restructuring in certain countries and the challenging economic and geopolitical environment in core infrastructure markets
- LSC margin declined due to lower revenue, in combination with some underperforming services in Oman, Qatar and UAE, which are being restructured
- Marine margin improved slightly, driven by MSC

amounts in EUR million, adjusted EBIT excluding exceptional items, revenue growth corrected for currency effect
Seabed Geosolutions (held for sale): EBIT impacted by execution issues and under-utilisation

- Up to 4 crews active during the year, in Brazil, Middle East, West-Africa and GoM, compared to 3 crews in 2018
- Good execution of projects in West-Africa and GoM
- H1 EBIT impacted by execution issues on 3 projects, and delayed start of S-79 project
- H2 operational performance improved, but affected by under-utilisation of Case Abyss crew in Q4
- 2018 H2 results included EUR 5.2 million one-off in relation to sale of spare cables
- 2019 EBIT positively impacted by EUR 10 million as depreciation stopped in H2 as result of held for sale accounting

amounts in EUR million, adjusted EBIT, revenue growth corrected for currency effect
## Results impacted by specific items

<table>
<thead>
<tr>
<th>x EUR million</th>
<th>2019</th>
<th>Pro forma 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adjusted EBIT</strong></td>
<td>68.0</td>
<td>64.3</td>
</tr>
<tr>
<td>Specific items</td>
<td>(42.4)</td>
<td>(42.4)</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td><strong>25.6</strong></td>
<td><strong>21.9</strong></td>
</tr>
<tr>
<td>Finance income</td>
<td>3.9</td>
<td>3.9</td>
</tr>
<tr>
<td>Interest expenses</td>
<td>(52.1)</td>
<td>(41.2)</td>
</tr>
<tr>
<td>Exchange rate variances</td>
<td>(9.6)</td>
<td>(9.5)</td>
</tr>
<tr>
<td>Equity accounted investees</td>
<td>9.2</td>
<td>9.2</td>
</tr>
<tr>
<td>Income tax expense</td>
<td>(13.8)</td>
<td>(13.8)</td>
</tr>
<tr>
<td>Gain on non-controlling interests from continuing operations</td>
<td>(2.8)</td>
<td>(2.8)</td>
</tr>
<tr>
<td><strong>Net result from continuing operations</strong></td>
<td><strong>(39.6)</strong></td>
<td><strong>(32.1)</strong></td>
</tr>
<tr>
<td>Result from discontinued operations of which specific items</td>
<td>(85.7)</td>
<td>(86.9)</td>
</tr>
<tr>
<td>Gain on non-controlling interests from discontinued operations</td>
<td>16.7</td>
<td>16.7</td>
</tr>
<tr>
<td><strong>Net result incl discontinued operations</strong></td>
<td><strong>(108.5)</strong></td>
<td><strong>(102.3)</strong></td>
</tr>
</tbody>
</table>

### Notes

1. excluding the impact on the adoption of IFRS 16

### Comments

- Increase in interest expense mainly relates to IFRS16 impact, and higher net debt
- Decrease income tax mainly due to recognition of previously unrecognised DTAs
- Result from discontinued operations driven by
  - EUR 76 million impairment on Seabed
  - execution issues on 3 projects in H1, and under-utilisation of 1 crew in Q4
  - Gain of EUR 9.8 million on CGG transaction
Working capital exceptionally low

- Continued good working capital management, due to timely billing & good collection
- Working capital favourably impacted by EUR 24 million related to Southern Star arbitration (amount paid in January)

2018 figures have been adjusted to reflect Seabed Geosolutions as held for sale (discontinued)
Positive free cash flow

2019 Cash flow from operations after investing

X EUR million, from continued operations

operating CF before changes working capital excl IFRS 16 2019 | changes working capital | investing CF | IFRS 16 | free cash flow 2019
---|---|---|---|---
57 | 47 | -70 | 24 | 58

X EUR million, from continued operations excluding Southern Star arbitration outcome

operating CF before changes working capital excl IFRS 16 2019 | changes working capital | investing CF | IFRS 16 | free cash flow 2019
---|---|---|---|---
81 | 23 | -70 | 24 | 58
3. Q1 2020 trading update & outlook
Unprecedented deterioration of market environment

- IMF expects deep contraction in global economy in 2020, recovery in 2021
- Priority 1: protect the health and safety of Fugro’s employees, partners and clients
- Priority 2: ensure business continuity in collaboration with clients and other stakeholders
- Priority 3: reduce costs and capex in order to protect liquidity and profitability
### Q1 2020 key financials

<table>
<thead>
<tr>
<th></th>
<th>Q1 19</th>
<th>Q1 20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>356</td>
<td>358</td>
</tr>
<tr>
<td><strong>EBIT margin</strong></td>
<td>-4.6%</td>
<td>-6.0%</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td>-18</td>
<td>-22</td>
</tr>
<tr>
<td><strong>12-month backlog</strong></td>
<td>920</td>
<td>890</td>
</tr>
</tbody>
</table>

- Revenue in line with Q1 2019, with growth in Asia Pacific and decline in the other regions, especially in Europe-Africa.
- Covid-19 impact in particular in Europe-Africa. Improved results in Asia Pacific; in Americas and Middle East result broadly in line Q1 2019.
- Year started with 9.9% higher backlog. After good order intake in first 2 months, very low intake in March, resulting in flat year-on-year backlog.

Figures in this presentation in million euro and from continuing operations, unless otherwise indicated; growth percentage corrected for currency effect.
Cost and capex reduction programme

Immediate action to mitigate impact of sudden & unprecedented market deterioration

- minimise use of short-term charters
- implement hiring and salary freeze
- reduce workforce by up to 10%
- reduce overhead costs
- cut on executive pay
- further optimise service offering through rationalisation of geographic footprint
- assess available possibilities for government support
- reduce 2020 capex to EUR 60-70 million
Oil & gas: demand and price fall result in spending cuts

Global oil and gas market

- Brent oil has fallen to $20-25. Only major production cuts can rebalance market on short notice
- Exceptionally low demand in April, increase expected based on pace economic recovery
- 30% capex cuts and FID delays oil majors for short- and medium-term
- Number of offshore projects with FIDs in 2020 decreased from 126 (December) to 33 (current outlook)

Oil price 2014-2020\(^1\) ($/bbl)

Growth drivers

<table>
<thead>
<tr>
<th>Final Investment Decisions</th>
<th>21 of 33 offshore FIDs planned for 2020 have already been sanctioned, leaving doubts for sanctioning activity for rest of the year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offshore oil field services expenditures</td>
<td>Compared to December 2019, 2020 and 2021 spend is expected to fall by 11 to 22%, with recovery as of 2022</td>
</tr>
<tr>
<td>Non-conventional technologies</td>
<td>Without government intervention, shake out expected due to high break-even price of $45 (20% global supply)</td>
</tr>
<tr>
<td>Conventional service companies</td>
<td>Limited price reduction possible, increased opportunity for remote and asset-light operations</td>
</tr>
</tbody>
</table>

Offshore oil and gas market spend\(^2\) (US$bn)

<table>
<thead>
<tr>
<th>December 2019 outlook</th>
<th>April 2020 outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>204</td>
<td>204</td>
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<tr>
<td>205</td>
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<td>215</td>
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<td>231</td>
<td>179</td>
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<tr>
<td>245</td>
<td>196</td>
</tr>
</tbody>
</table>

1: Up to 22.04.2020, source: uk.investing.com  2: Global OFS (oilfield services) spend. Source: Rystad Energy
Offshore wind: no cancellations, some projects delayed

Global offshore wind market

- Some projects face delays due to Covid-19
- Strengthening USD (components prices in USD) impacts project IRR
- Postponed spending in 2021, accelerated growth in 2022-23 result in higher CAGR
- Risk of reduced energy demand due to weaker economic growth and prolonged global recession

Offshore wind capex (€bn)\(^1\)

<table>
<thead>
<tr>
<th>December 2019 outlook</th>
<th>April 2020 outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>2020F 2021F 2022F 2023F</td>
</tr>
<tr>
<td>14</td>
<td>11</td>
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<tr>
<td>22</td>
<td>16</td>
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<td>33</td>
<td>32</td>
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<tr>
<td>37</td>
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</tbody>
</table>

Growth drivers

- **Economic growth**
  - Negative GDP outlook 2020 will impact global energy demand
  - Strong economic recovery in 2021 can stimulate increased renewable investments

- **Energy transition**
  - Covid-19 and oil imbalance can potential support earlier energy transition
  - Strong capex reduction energy companies may impact OW
  - Climate agreements provide continued support for growth

- **Covid 19**
  - Some delay of tendering/projects due to Covid-19
  - Potential adaption of incentive schemes

- **Technology**
  - Growing number of floating windfarms presents additional opportunities for site characterisation services

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1. Offshore Wind Capex, excl China. Source: 4COffshore
Continued growth in infrastructure markets

Global infrastructure market

- Expenditure for construction services continues to grow in medium/longer term
- Economic slowdown possibly not yet fully absorbed in latest numbers.

Onshore energy & infrastructure spend (US$bn)\(^1\)

<table>
<thead>
<tr>
<th></th>
<th>December 2019 outlook</th>
<th>April 2020 outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MEI</td>
<td>623</td>
<td>777</td>
</tr>
<tr>
<td>APAC</td>
<td>668</td>
<td>777</td>
</tr>
<tr>
<td>Europe &amp; Africa</td>
<td>717</td>
<td>668</td>
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<tr>
<td>Americas</td>
<td>767</td>
<td>632</td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020F</td>
<td>820</td>
<td>727</td>
</tr>
<tr>
<td>2021F</td>
<td></td>
<td>777</td>
</tr>
<tr>
<td>2022F</td>
<td></td>
<td>680</td>
</tr>
<tr>
<td>2023F</td>
<td></td>
<td>632</td>
</tr>
</tbody>
</table>

Growth drivers

- Economic growth
  - Negative GDP growth 2020. Unclear impact infra development
  - Many national governmental support programs launched

- Major infrastructure developments
  - Limited signals on delay or reduction of projects
  - Government incentives expected to support earlier development and economy

- Covid 19
  - Uncertainty on current outlook and future demand
  - No major project delays foreseen

- Urbanisation
  - Uncertain impact

\(^1\) Source: Global Data Construction Intelligence Centre (CIC). Capex/opex for construction services in oil & gas, electricity & power, rail, road and other infrastructure, excl China.
Within covenants; reassessing refinancing options

Net debt / EBITDA

<table>
<thead>
<tr>
<th>Quarter</th>
<th>1Q18</th>
<th>2Q18</th>
<th>3Q18</th>
<th>4Q18</th>
<th>1Q19</th>
<th>2Q19</th>
<th>3Q19</th>
<th>4Q19</th>
<th>1Q20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt/EBITDA</td>
<td>2.5x</td>
<td>2.5x</td>
<td>2.5x</td>
<td>2.2x</td>
<td>2.8x</td>
<td>2.8x</td>
<td>2.2x</td>
<td>1.9x</td>
<td>1.7x</td>
</tr>
</tbody>
</table>

≤3.0 covenant

Note: numbers include Seabed unless stated otherwise

Net debt

- 2014: EUR 535,535 million
- 2015: EUR 535,535 million
- 2016: EUR 351,198 million
- 2017: EUR 430,187 million
- 2018: EUR 505,253 million
- 2019: EUR 666,503 million
- Q1 2020: EUR 624,647 million

Maturity profile

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>May 2021</th>
<th>Oct 2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt</td>
<td>575</td>
<td>0</td>
<td>190</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td>0</td>
</tr>
</tbody>
</table>

Refinancing

- End of February, Fugro did not proceed with placement of EUR 500 million senior secured notes, due to sharp deterioration in financial market conditions
- Company did raise EUR 81.8 million on 19 February via sub-10 issue of new shares
- Fugro is reassessing its refinancing options
- Current liquidity is good with close to EUR 400 million in cash and available facilities
Outlook 2020

- Covid-19 pandemic expected to have considerable impact on Q2.

- At this stage, it is impossible to forecast magnitude and duration of impact. Several scenarios have been worked out; will continue to monitor the situation closely, and decide on additional measures when needed.

- Given current level of uncertainty, specific implications for revenue, margin and free cash flow cannot be reliably assessed or quantified at this moment. Therefore, the company currently cannot provide a meaningful outlook for 2020.
Mid-term financial targets 2021-2023

- **EBIT margin**: 8-12%
- **ROCE**: > 10-15%
- **Free cash flow**: 4-7%

At an expected revenue level of ~EUR 1.8-2.2 billion
# Capital allocation

Focus on deleveraging, reduction of net debt and free cash flow generation

<table>
<thead>
<tr>
<th></th>
<th>Capital expenditure</th>
<th>Support profitable organic growth through maintenance, project &amp; innovation related capex</th>
<th>EUR 80 -110 million per year on average&lt;sup&gt;1,2&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Balance Sheet</td>
<td>Further strengthen balance sheet and reduce net debt</td>
<td>Targeting mid-term net debt/EBITDA below 1.5x</td>
</tr>
<tr>
<td>3</td>
<td>Acquisitions</td>
<td>Disciplined bolt-on acquisitions</td>
<td>Selective opportunities judged on their merits</td>
</tr>
<tr>
<td>4</td>
<td>Dividend Policy</td>
<td>When leverage allows, resume dividend payments</td>
<td>35%-55% of net profit once leverage allows</td>
</tr>
</tbody>
</table>

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1: excluding Seabed Geosolutions (asset held for sale). including Seabed, range is EUR 100-130 million.
2: of which EUR 40-60 million maintenance capex
Thank you

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