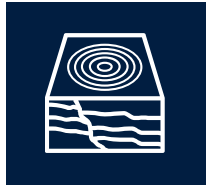




Investor presentation

November 2019

Contents



Profile & strategy



Market update



HY 2019 results



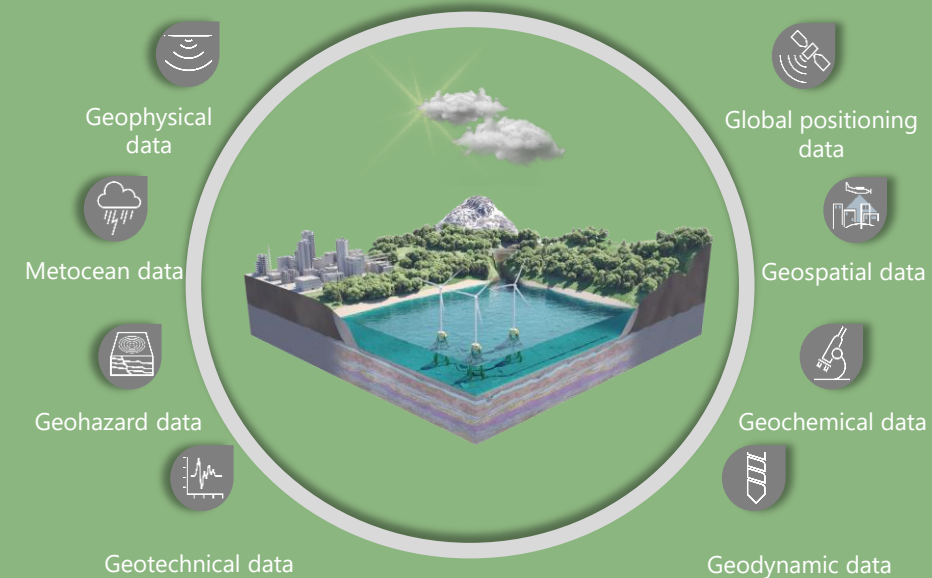
Q3 2019 trading
update & outlook



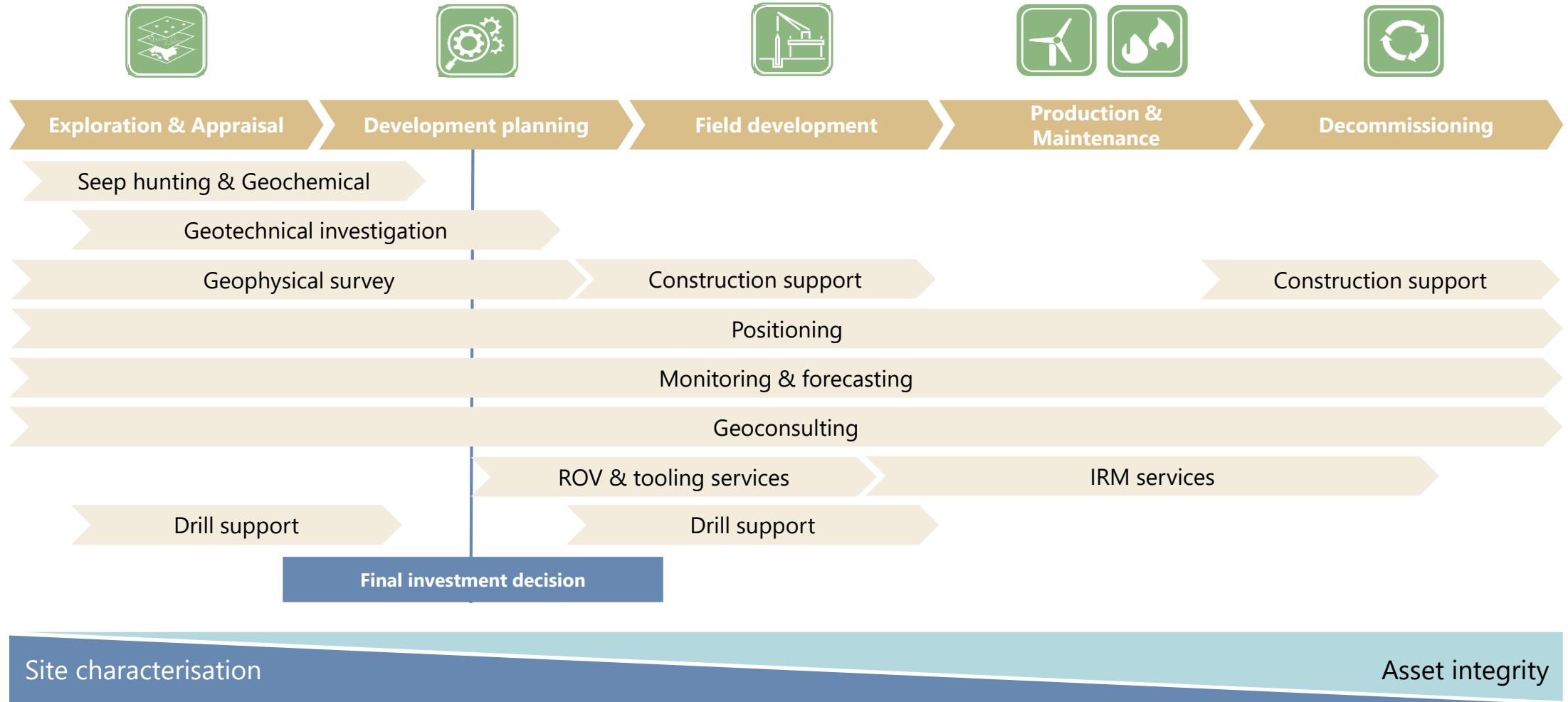
1. Profile & strategy

Fugro is the world's leading Geo-data specialist

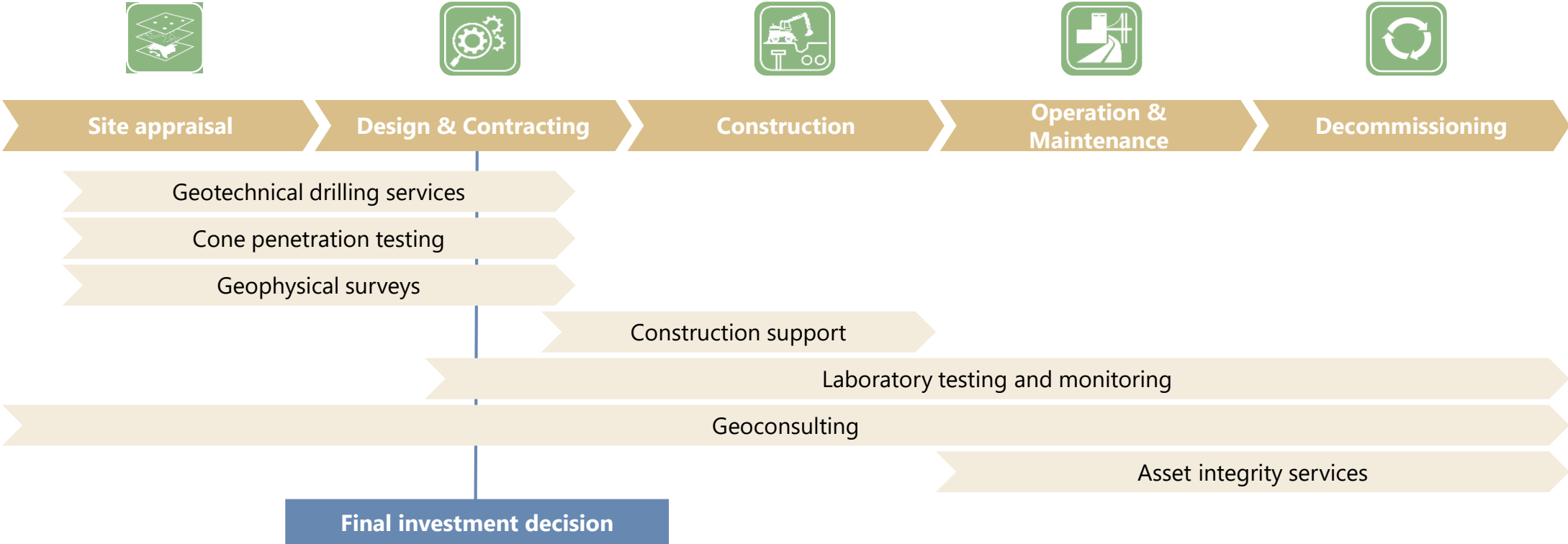
- Fugro collects and analyses Geo-data: information about the Earth and the structures built upon it.
- Fugro provides integrated solutions, incorporating related advice.
- Clients are supported in the safe, sustainable and efficient design, construction and operation of their assets throughout the full lifecycle.
- Fugro serves clients around the globe, predominantly in energy and infrastructure industries, both offshore and onshore.



Fugro's activities across life cycle for oil & gas and wind projects



Fugro's activities across life cycle of infrastructure projects

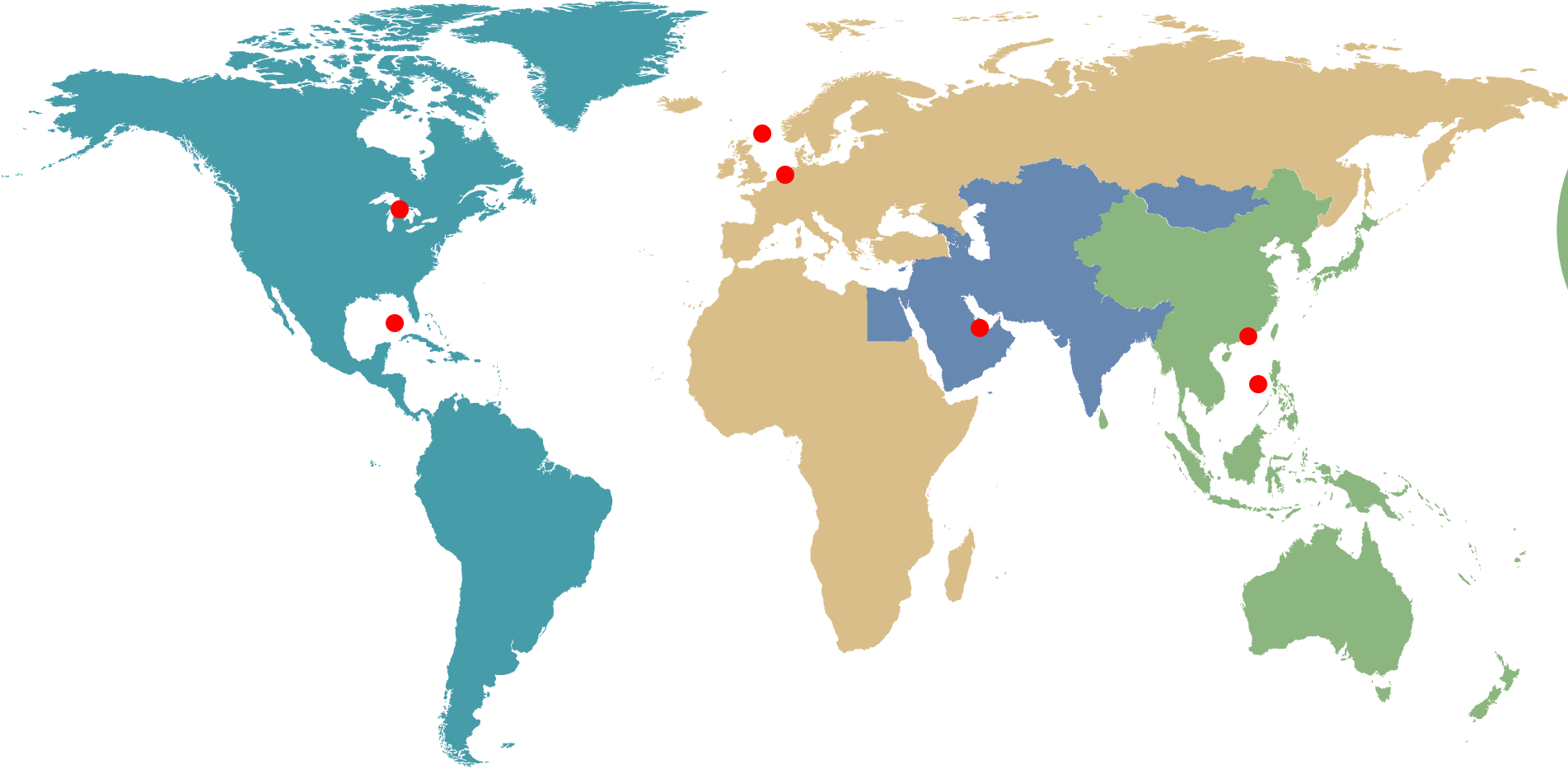


Site characterisation

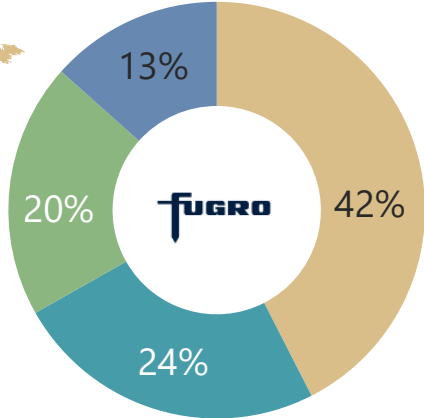
Asset integrity

Fugro's 4 regions

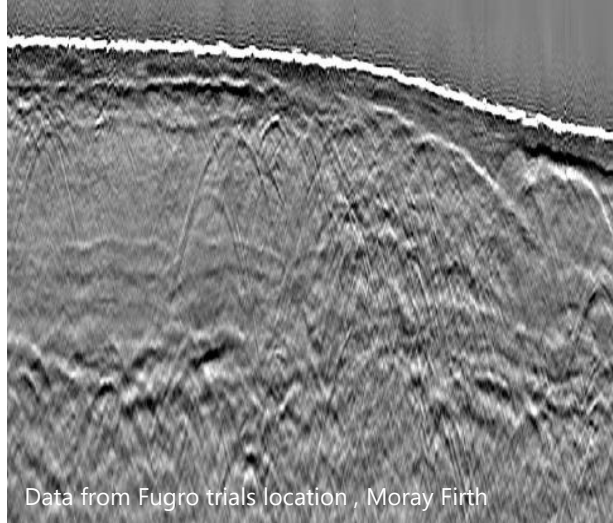
● project examples (see slides 9-15)



regional revenue share
HY 2019



2019 project: 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 improvements to schedule and cost.



Exploration & appraisal

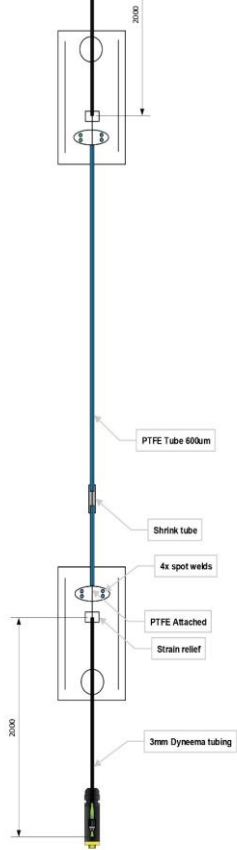
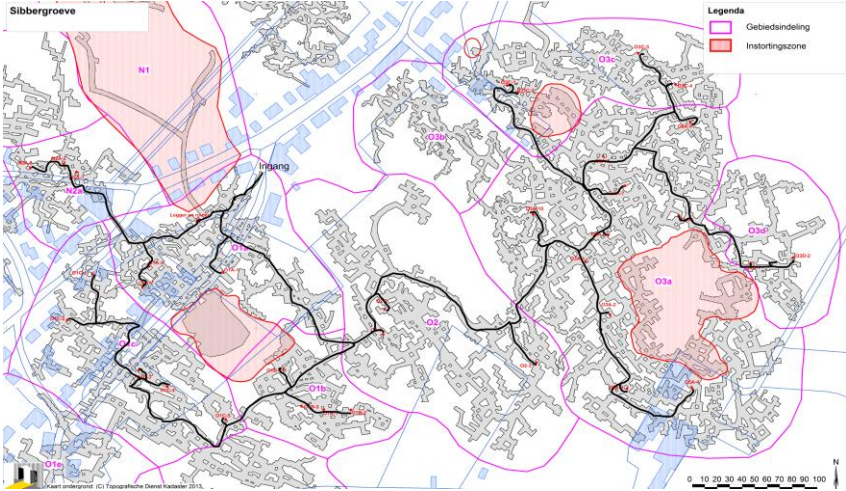
Development planning

Field development

Production & maintenance

Decommissioning

2019 project: quarry monitoring Valkenburg



- Installation and maintenance of system to monitor risk of subsidence in quarries.
- Deploying Fugro’s fibre optic technology.
- Real-time data access via Fugro GAIA Insight cloud based data platform.
- Client benefits: securing safety of over 300,000 visitors per year.



2019 project: Lake Michigan pipeline project



- Integrated 'triple A' project, providing land and marine characterisation requirements.
- Environmentally driven replacement of Enbridge's existing pipeline for construction below Lake Michigan's lakebed.
- Client benefit: risk reduction, accelerated project schedule.



2019 project: GoM remote rig positioning



- Using Fugro OARS® technology, providing centralised command centres with direct access to offshore projects.
- Record of 3 well spuds in 72 hour period completed from regional remote operations center.
- Client benefit: optimisation of offshore survey crew size, contribution to lower CO₂ footprint for Fugro and its clients.



2019 project: Gas hydrates South China Sea



- Field investigation for Guangzhou Marine Geological Survey.
- Fugro's 6th consecutive program since 2007.
- Client benefits: support for next series of production tests of China's research program into production of gas hydrates.

Exploration & appraisal

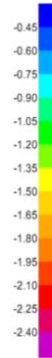
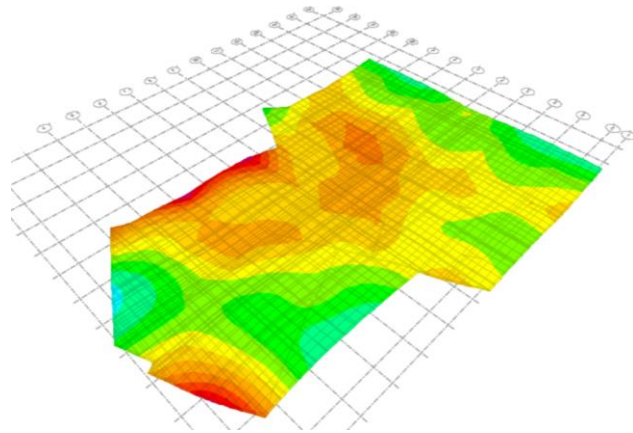
Development planning

Field development

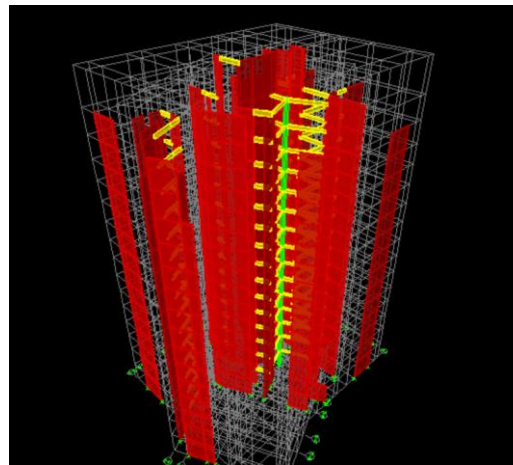
Production & maintenance

Decommissioning

2019 project: consultancy services Hong Kong



- Consultancy and construction supervision services for Country Garden's residential real estate development in Hong Kong.
- Client benefits: multidisciplinary consultancy services shorten overall programme through seamless engineering solution.



Site appraisal

Design & contracting

Construction

Operation & maintenance

Decommissioning

2019 project - roadway 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.

Site appraisal

Design & contracting

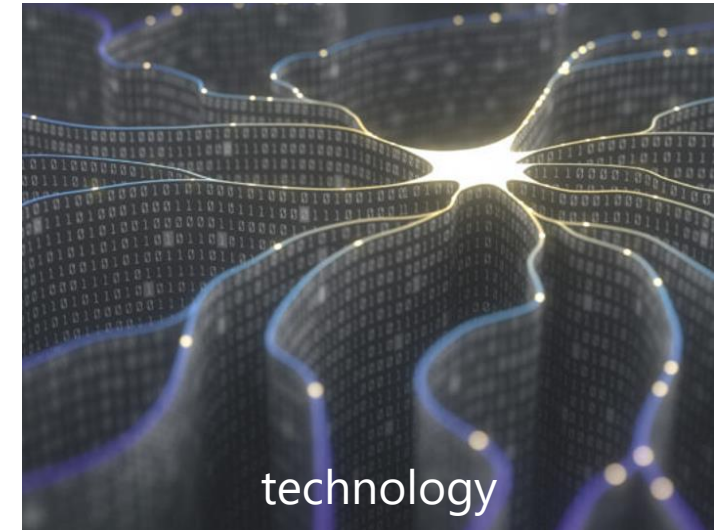
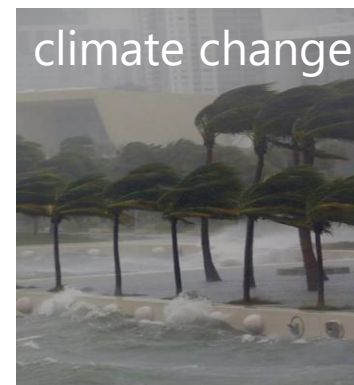
Construction

Operation & maintenance

Decommissioning

Global trends

- Increasing need for energy, water, food, roads, rail, buildings, airports, flood defense
- We believe in sustainable development as a driver to help create a safe and liveable world



Our key strengths



Market leader in core businesses



Market leading positions

Division	Service	Position
Marine	Offshore Geotechnics	1 Global
	Offshore Geophysics	1 Global
	Offshore Positioning	1 Global
	Drill Support	3 Global
	Light IRM	2 Global
	Offshore Survey	1 Global
	Metocean	1 Global
Land	Onshore Geotechnics	2 Global
	Power Asset Integrity	1 in Australia
	Road Asset Integrity	2 in USA
	Nearshore Geotechnics	1 Global

The best people



People with deep expertise

>55 Years
track record

>8,000
Specialised
people

>100
Nationalities

>55,000 Hours
of Fugro Academy

Collaborating with
top universities



**Environmental
Leadership Award**



**Compass
Industrial Award**

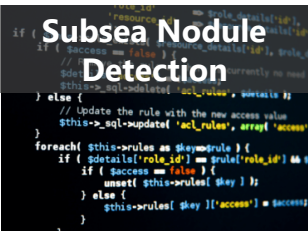
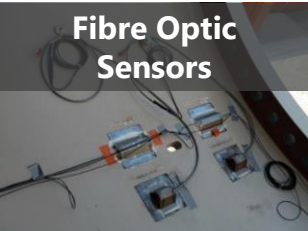


**Equipment
Innovation Award**

Proprietary technology



State-of-the-art technologies

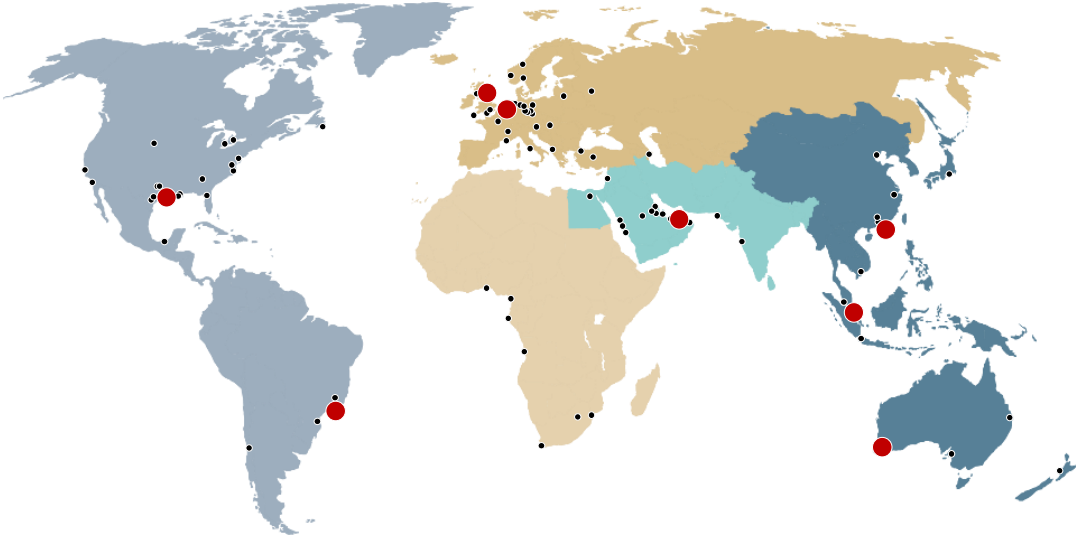


>400 R&D engineers and scientists
Of which ~70% in software & data science

Lean global organisation



Global reach, local presence



- Major office locations
- Office locations

Strong client relationships



Our clients confirm our position

EPC Contractor *"Technology and Innovation - it's what differentiates you in the market from other survey and position providers. Big capability to innovate."*

EPC Company *"Quality of services, quality of performance is core strength of Fugro."*

Global Energy Operator *"It's the combination of a global network, all of Fugro worldwide, experience and the knowledge base that comes with it."*

Major Energy Company *"Delivering a final product which is really integrating the results is really a competitive advantage"*

Path to Profitable Growth Strategy



Progress divestment non-core assets

Seabed Geosolutions
(60% stake)

- Divestment efforts intensified.
- Multiple parties have shown interest.
- Business classified as held for sale.

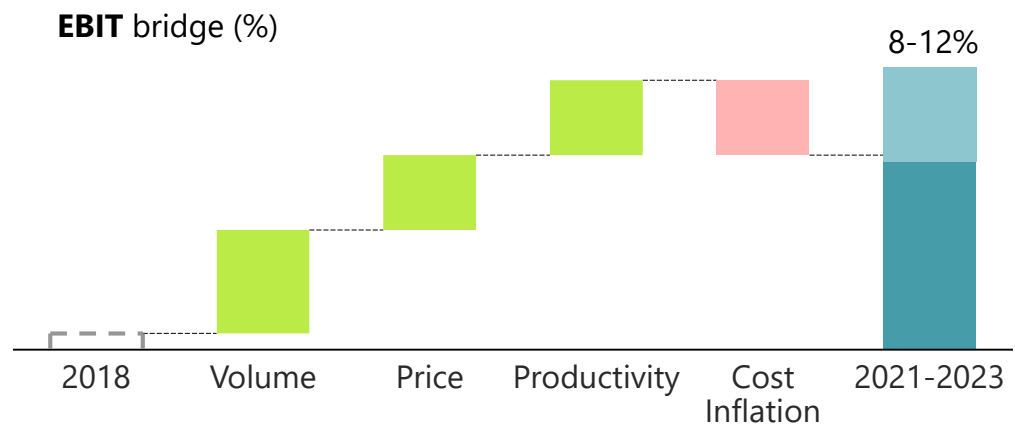
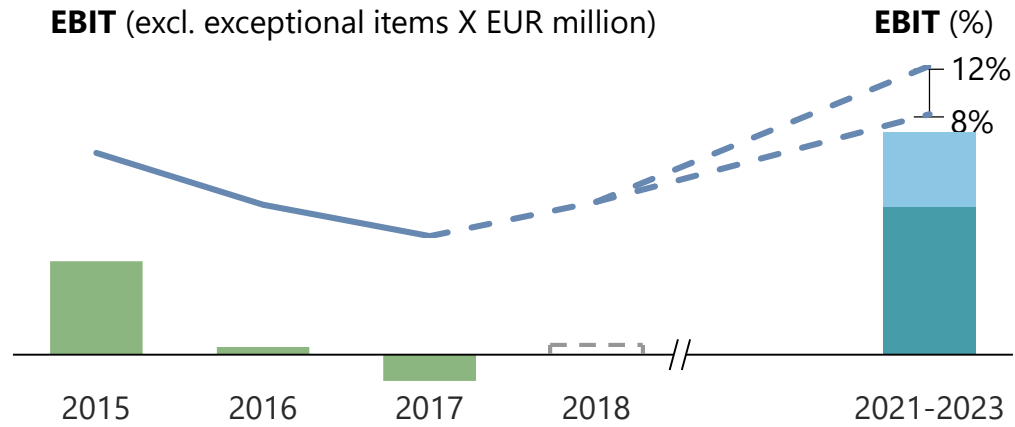
Global Marine
(24% stake)

- Ongoing divestment process, aligned with majority owner HC2.
- Fugro has monetised part of its interest via sale of Global Marine Group's stake in Huawei Marine Networks, valuing Fugro's stake in HMN at around \$33 million.

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.

EBIT margin targeted to improve to 8-12%



1: In percentage points

Minimum improvement required to achieve low-end of EBIT margin range

	EBIT margin impact (pp ¹)	
	Per year	By 2021
Volume Mid single digit volume growth	1-2	4-5
Price Price recovery driven to a large extent by oil & gas and offshore wind market	1	3
Productivity/other Efficiency and cost reduction initiatives	1	3
Cost inflation Cost inflation on most expenses	-1	-3

Drivers of margin improvement

Drivers	Estimated annual EBIT Impact ¹ (in EUR million)	Proof points and actions
Vessel based volume: +1% <ul style="list-style-type: none"> Owned vessels utilisation Chartered vessels Non-vessel based volume: +1%		<ul style="list-style-type: none"> Revenue growth with disciplined cost management benefiting from operating leverage Reduction of personnel, depreciation and other expenses as % of revenue; from 64.5% in 1H17 to 56.3% in 1H18
Price: +1%		<ul style="list-style-type: none"> Price erosion experienced during downturn in Marine service lines between 10-50% Initial price increases of 5-10% realised in MSC in 2018
Productivity: +1%		<ul style="list-style-type: none"> Fully leverage technology Increase efficiencies through digitalisation Strengthen procurement Drive uptime of assets and equipment Further leverage shared service centers

Mid-term targets (2021-2023)

	ROCE	EBIT (% of revenue)	Free cash flow (% of revenue)
Group	10 – 15%	8 - 12%	4 - 7%
Marine	> 10%	10 - 13%	
Land	> 10%	6 - 9%	
Seabed	> 10%	8 - 12%	

Capital allocation: priority to organic growth and deleveraging

1

Capital Expenditure



Support profitable organic growth through maintenance, project & innovation related capex

EUR 100 -130 million per year on average

2

Balance Sheet



Further strengthen balance sheet

Targeting mid-term net debt/EBITDA below 1.5

3

Acquisitions



Disciplined bolt-on acquisitions

Selective opportunities judged on their merits

4

Dividend Policy



Resume dividend payments

35%-55% of net profit once leverage allows

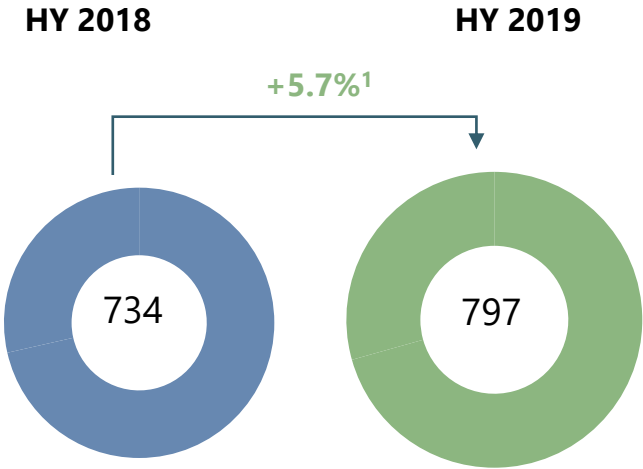


2. Market update

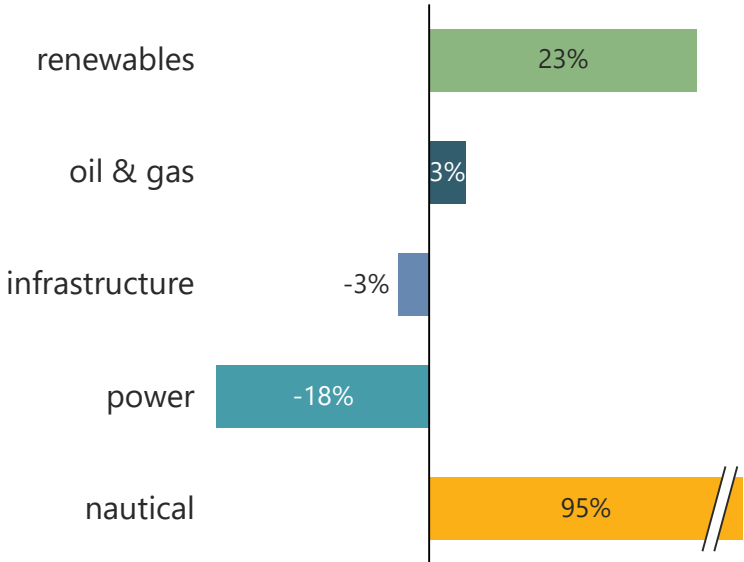
Revenue growth in key markets, lower dependence on oil & gas

Total revenue

X EUR million

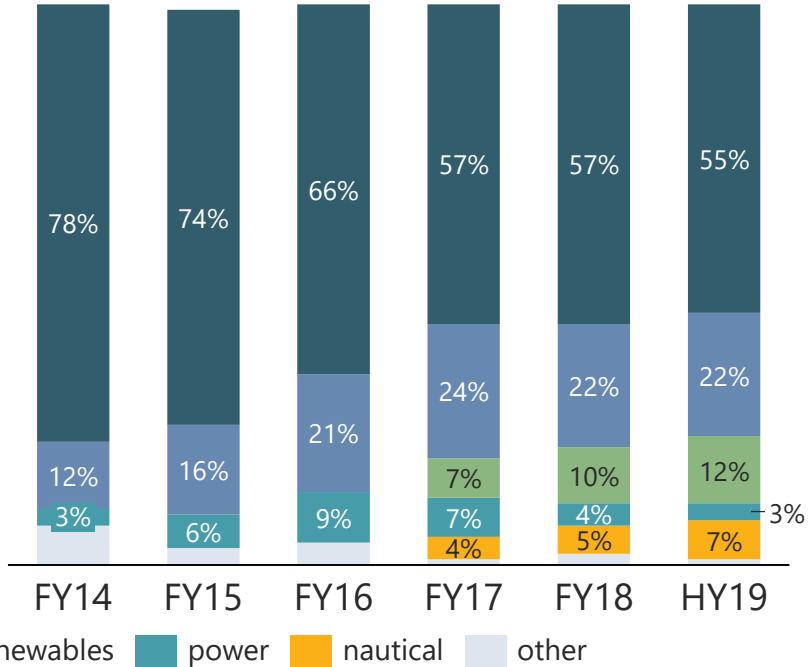


Revenue growth¹ in key markets



Share of key market segments

% of total revenue²



1: YoY YTD comparable revenue growth
 2: Until FY2017, 'renewables' was included in 'power' and 'nautical' in 'infrastructure'



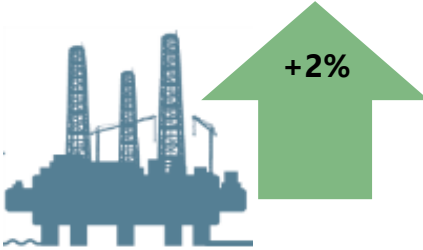
Key market indicators – 2019 vs. 2018

Brent oil price



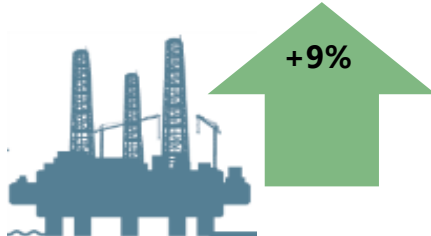
Source: forecasts of ABN AMRO, EIA, HSBC, IMF, Morgan Stanley, Sparebank, Rystad Energy and World Bank

Offshore O&G project final investment decisions



Source: Rystad Dcube Jan 2019

Offshore oil field services expenditure



Source: Rystad DCube, Pareto Jan 2019

Global growth



Offshore wind expenditure



Source: 4C Offshore POP Sep 2018

Infrastructure expenditure

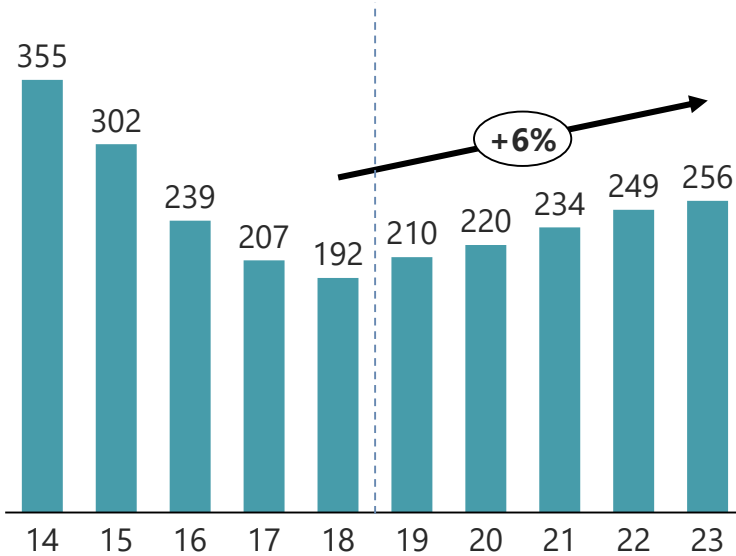


Source: Globaldata Construction Jan 2019

Near term growth expected in key markets

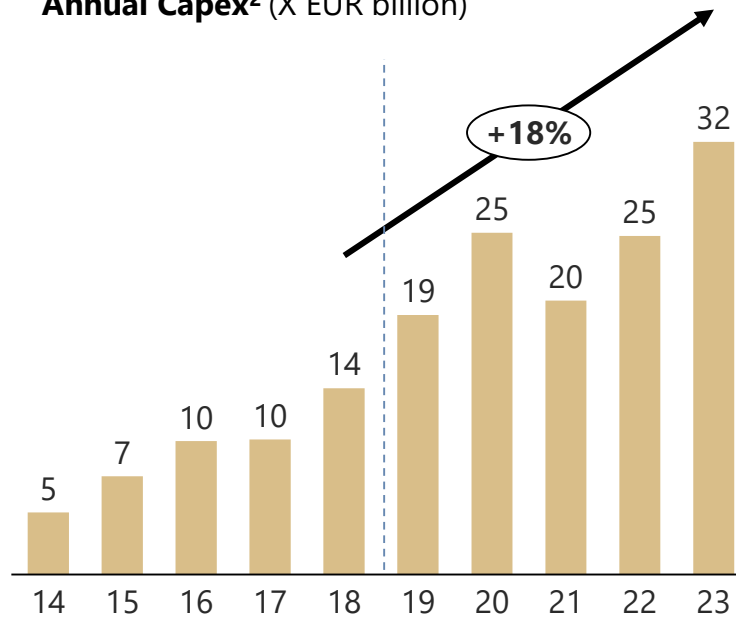
Offshore oil & gas

OFS¹ spend (X USD billion)



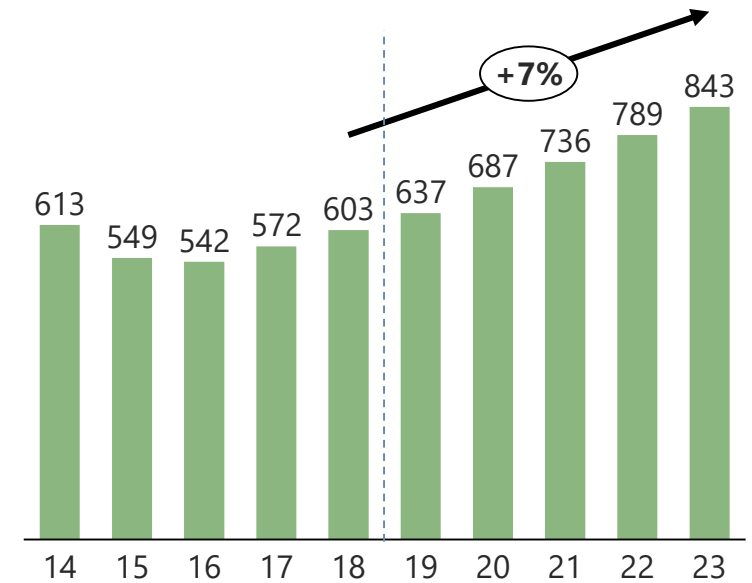
Offshore wind

Annual Capex² (X EUR billion)



Onshore energy & infrastructure

Market³ (X USD billion)



1: Offshore Oil Field Services

2: Excluding China

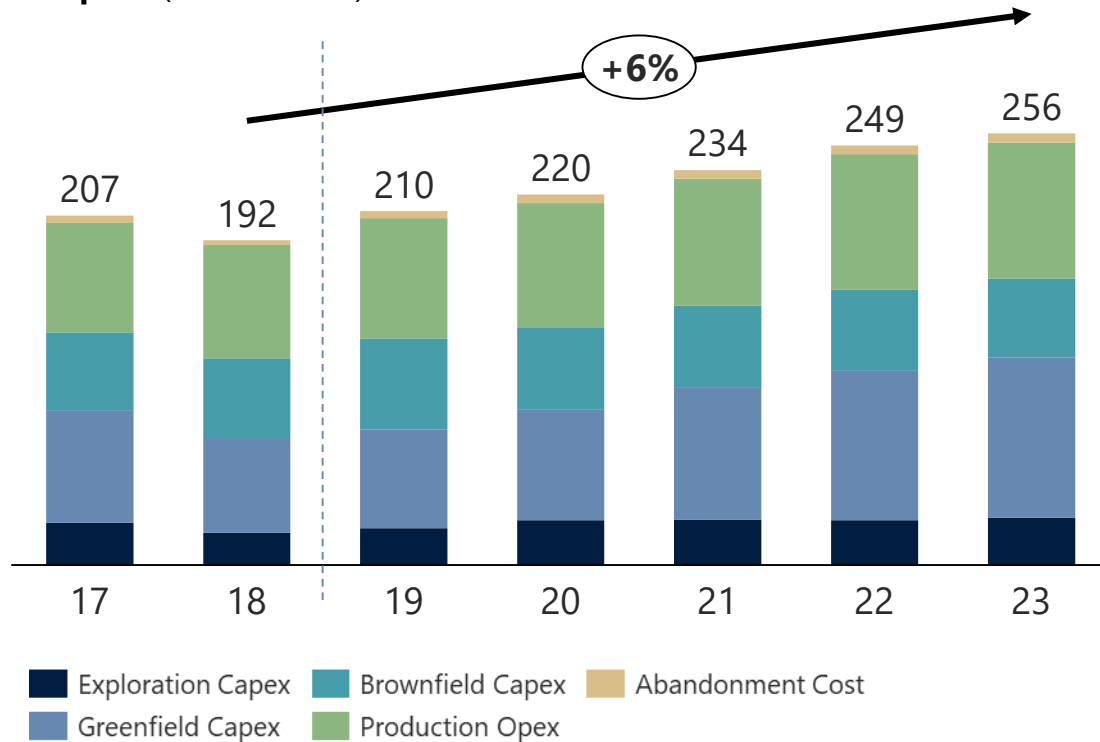
3: Capex and opex for construction services in oil & gas, electricity & power, rail, road and other infrastructure, excluding China

Source: Rystad June 2019 (base case scenario), 4C Offshore POP June 2019, Global Data Construction Intelligence Centre (CIC) July 2019

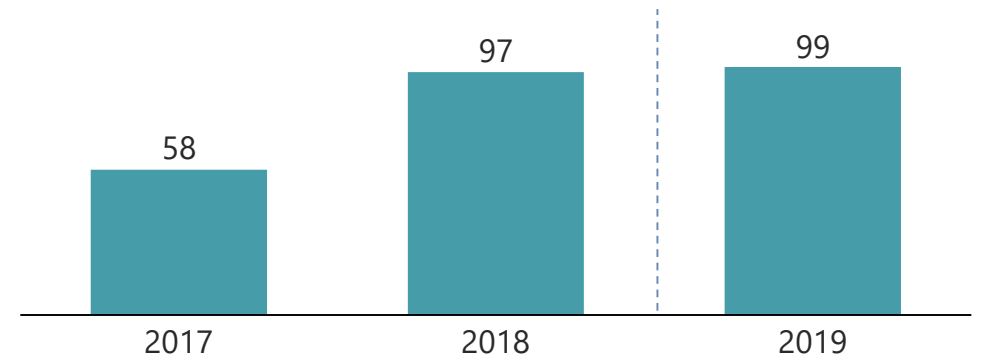
Expected growth FID commitments

Offshore oilfield services

OFS¹ spend (X USD billion)

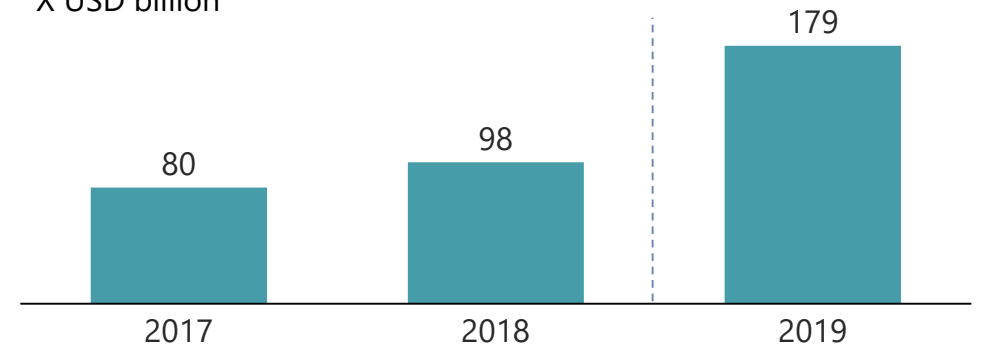


Number of FIDs



Total FID capex commitments²

X USD billion



1: Offshore oil field services

2: excluding internal expenditure

Source: Rystad DemandCube June 2019 (base case scenario)

Increased spending throughout offshore E&P cycle

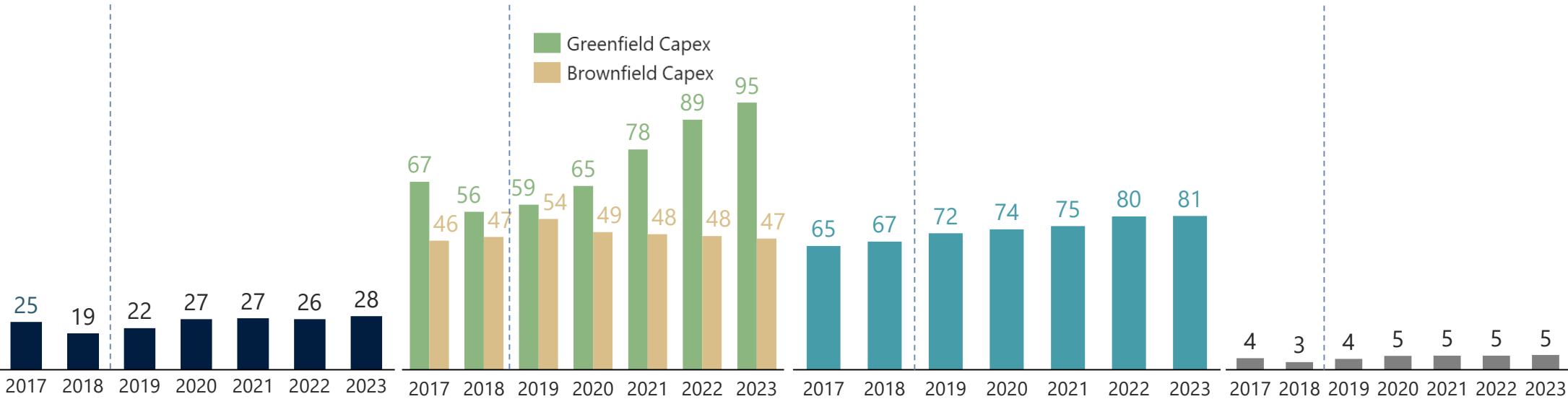
Exploration capex

Greenfield & brownfield capex

Production opex

Abandonment cost

X USD billion



Site Characterisation

Asset Integrity

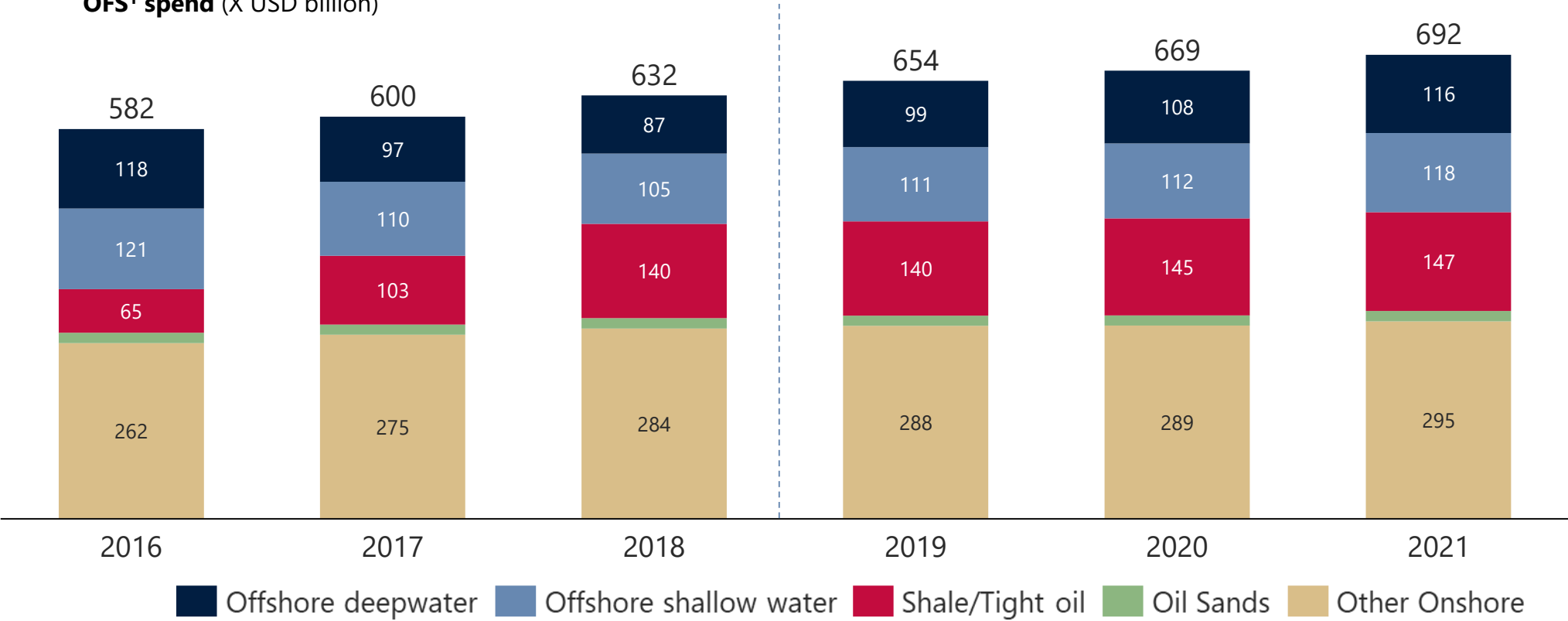
Offshore oil field services
 Source: Rystad Demand Cube June 2019 (base case scenario)



Shale expenditure stagnates, offshore grows

On- and offshore O&G oilfield services expenditure

OFS¹ spend (X USD billion)



1: Onshore and offshore oil field services
 Source: Rystad June 2019 (base case scenario)

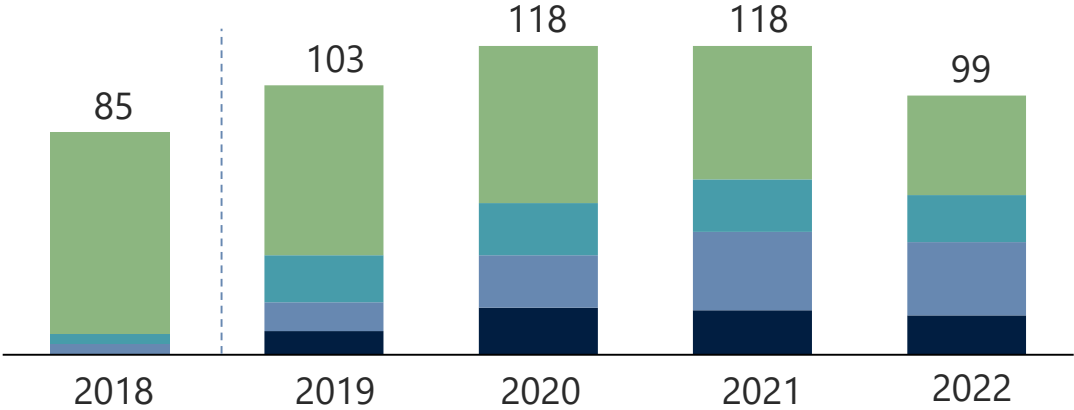


Robust outlook major infrastructure projects

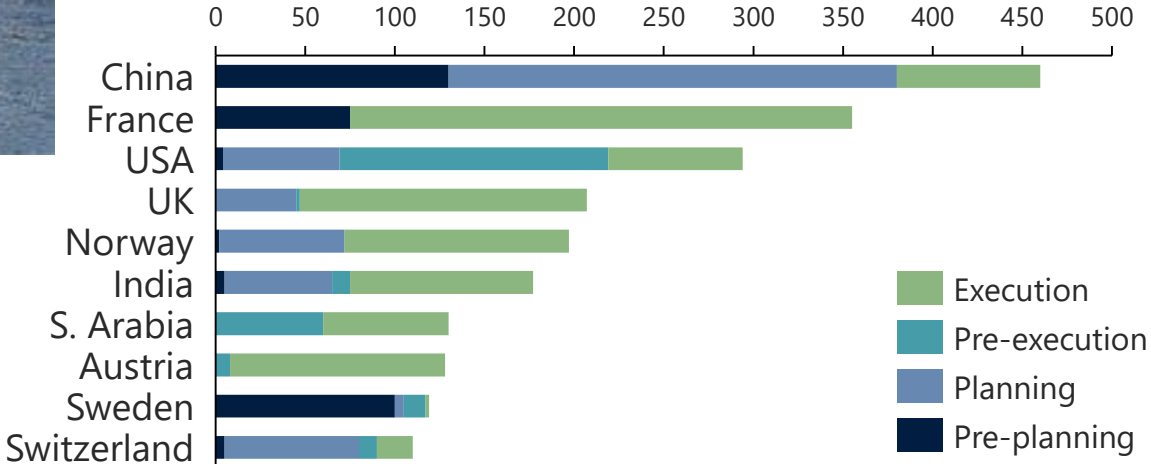


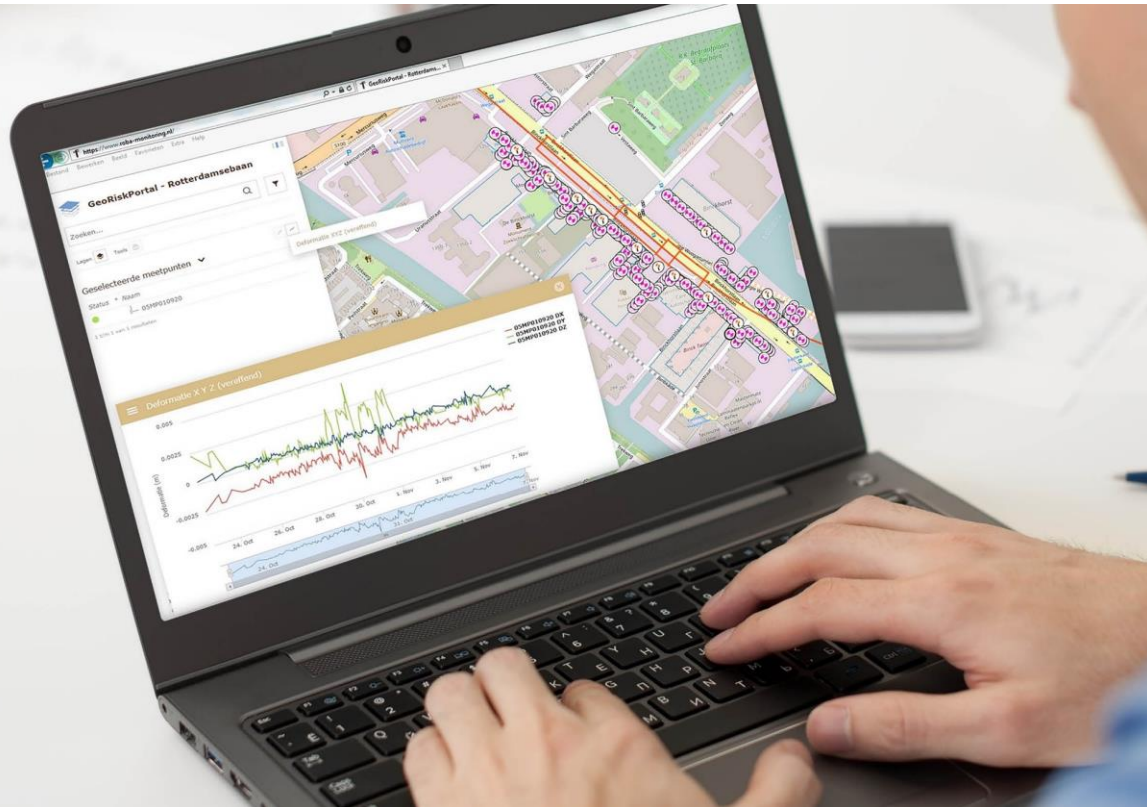
Site characterisation Thames Tunnel project
 Source: Globaldata CIC, Global Tunnel Construction Projects 10-201

Global projects spending tunnel-infra (USD billion)




Tunnel construction length top 10 countries (km)





3. HY 2019 results

HY 2019 highlights

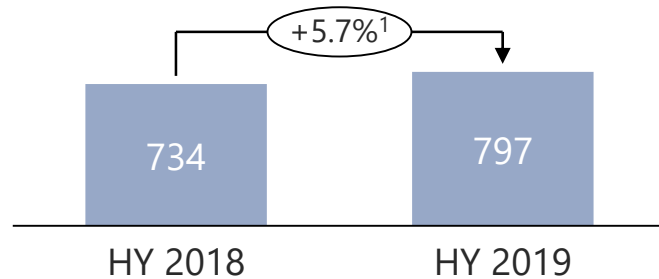
A photograph of an offshore oil rig deck. The main structure is bright yellow with the text 'CEHTOF05' and the number '28' visible. There are various pieces of equipment, including a blue control panel on the left and two large white electronic units on a stand on the right. The background shows a clear blue sky and the ocean.

- After weak Q1, Q2 results of Fugro's core business improved significantly.
- Stepped up efforts to divest non-core Seabed Geosolutions; now classified as 'held for sale'¹.
- Revenue growth of 5.7%, driven mainly by offshore wind, oil & gas, and nautical markets.
- Backlog growth in all regions, with exception of Asia Pacific.

¹ key figures in this presentation are therefore from continuing operations, unless otherwise indicated

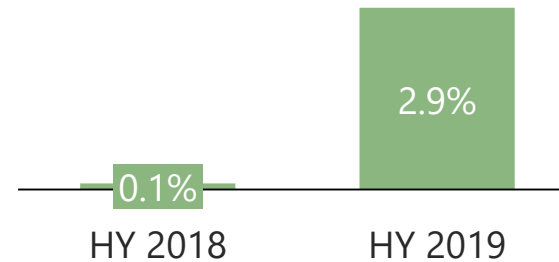
HY 2019 key financials: recovery continues

Continued revenue growth

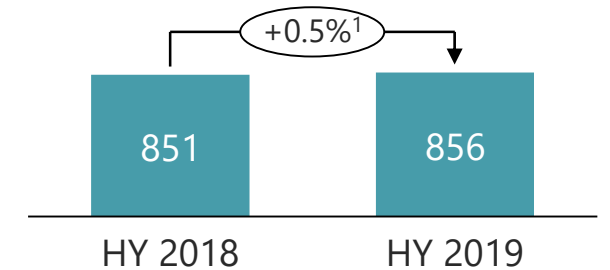


Improved EBIT margin

excl. exceptional items



Healthy 12-month backlog



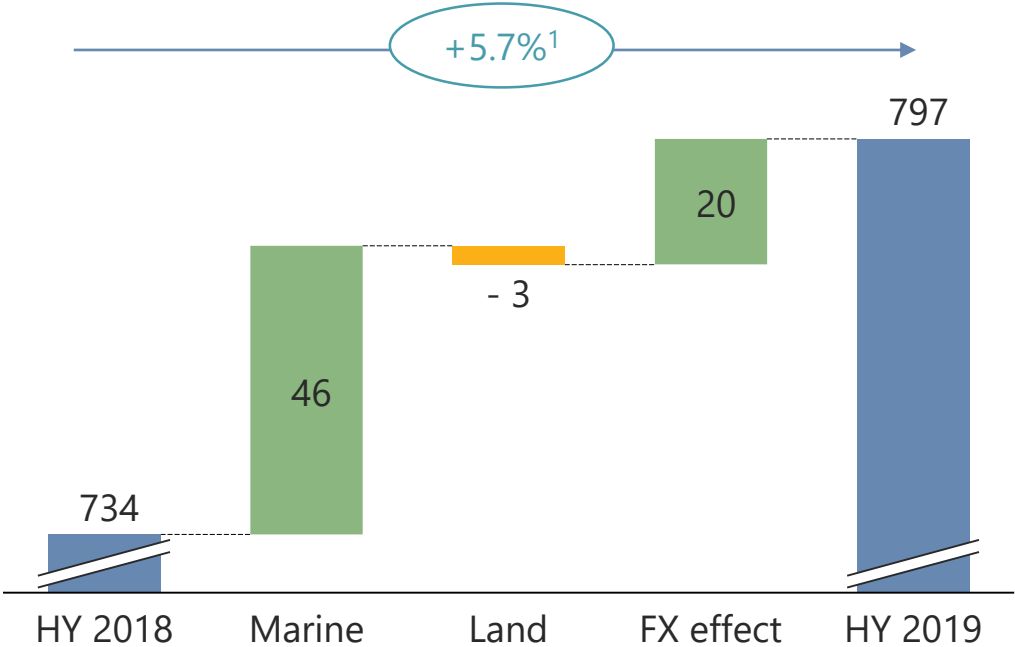
- Strong increase revenues and margin of marine site characterisation.
- Reduced losses in marine asset integrity APAC due to increased focus on projects with better margins.
- EBIT Americas impacted by relatively high vessel maintenance and unforeseen repairs.
- Revenue and backlog up in all regions, except APAC due to ongoing restructuring marine asset integrity.

1: corrected for currency effect

Recovery continues, driven by marine

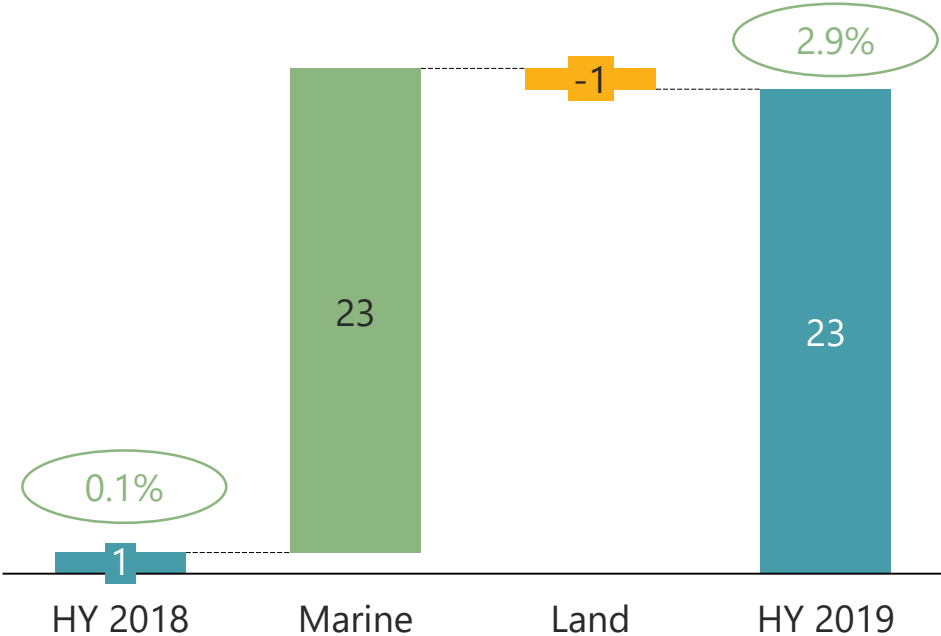
Revenue

X EUR million



EBIT

X EUR million, excl. exceptional items



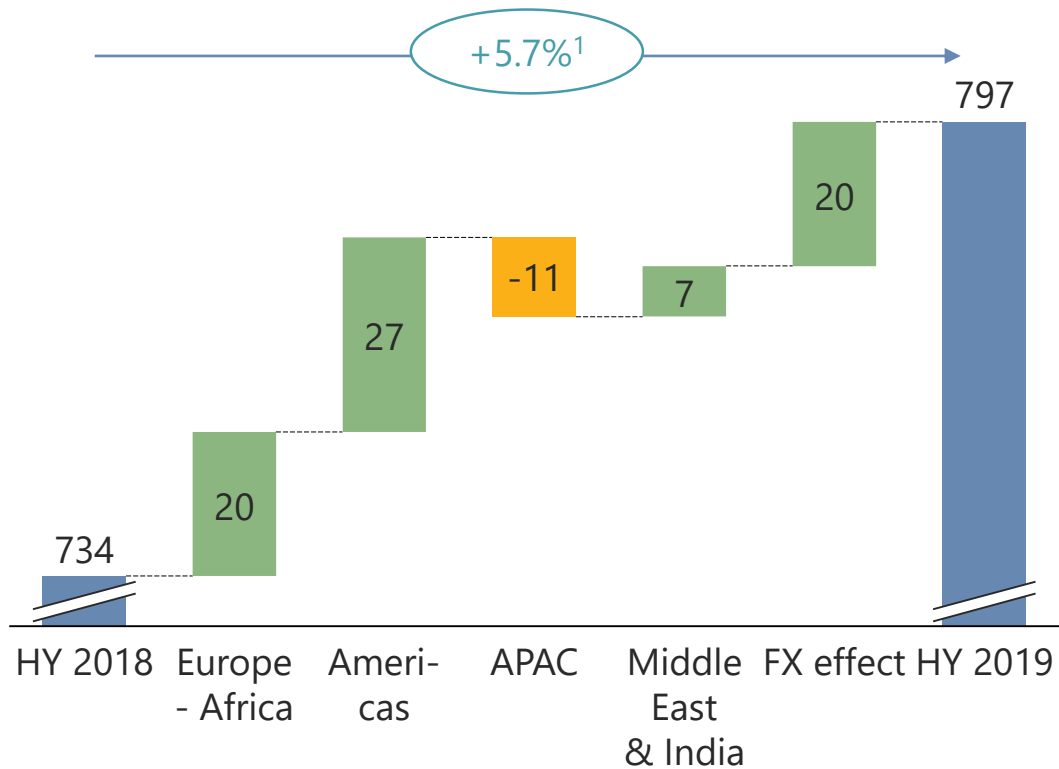
1: Corrected for currency effect



Mixed regional performance

Revenue

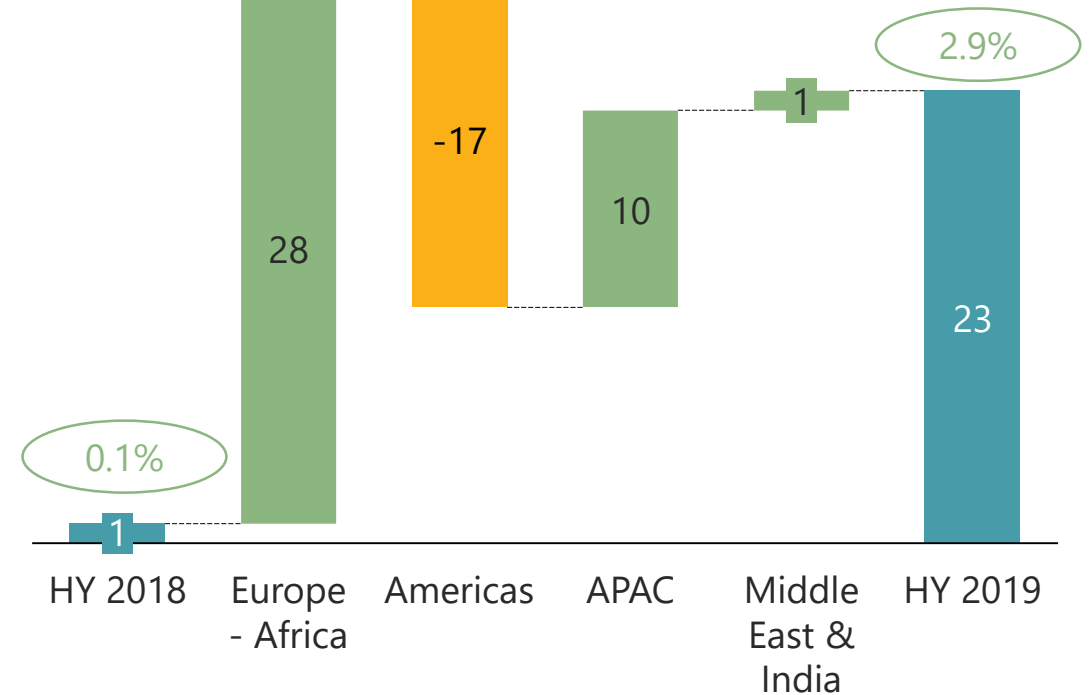
X EUR million



1: Corrected for currency effect

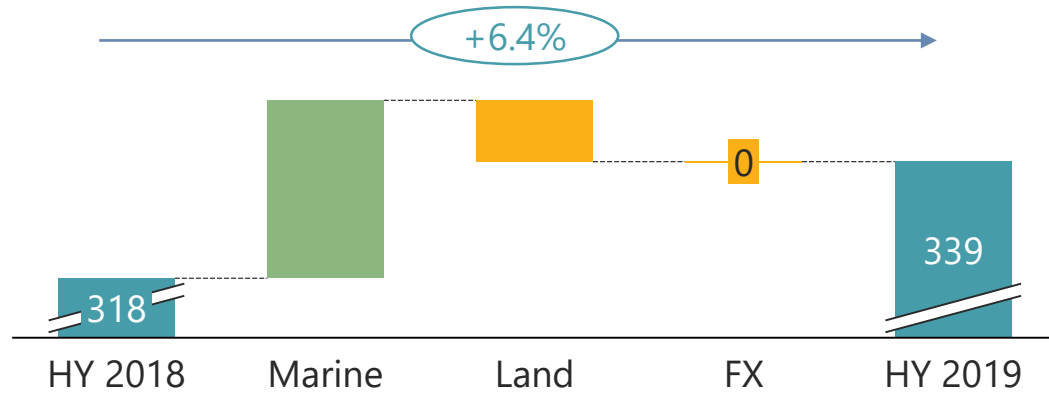
EBIT

X EUR million, excl exceptional items



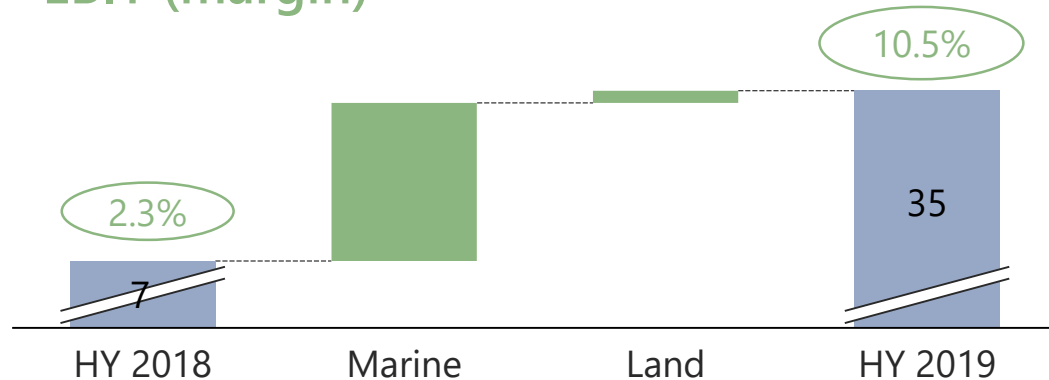
Europe-Africa: strong improvement to double digit margin

Revenue



- Strong growth MSC in offshore wind and oil & gas.
- Slight increase MAI.
- 10%-points higher vessel utilisation.
- LSC down due to delays and reduced work scopes on certain projects, in particular in UK.

EBIT (margin)

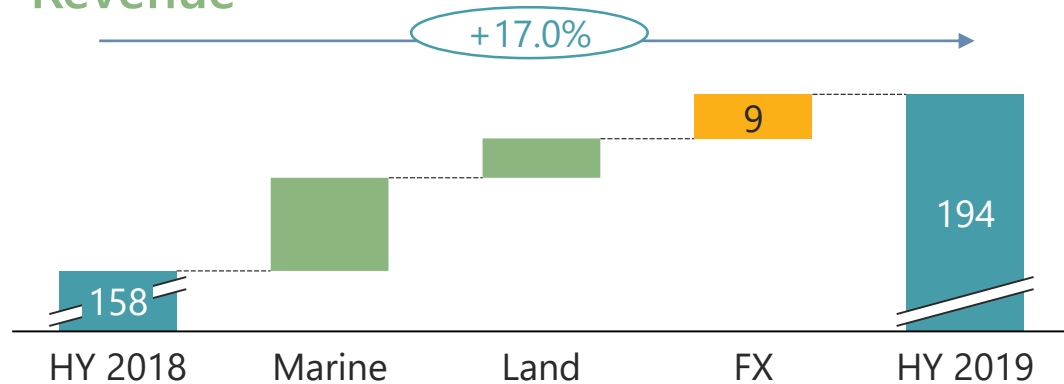


- Increasing asset utilisation and higher pricing in marine in particular in MSC.
- Land margin flat.

amounts in EUR million, EBIT excluding exceptional items, revenue growth corrected for currency effect

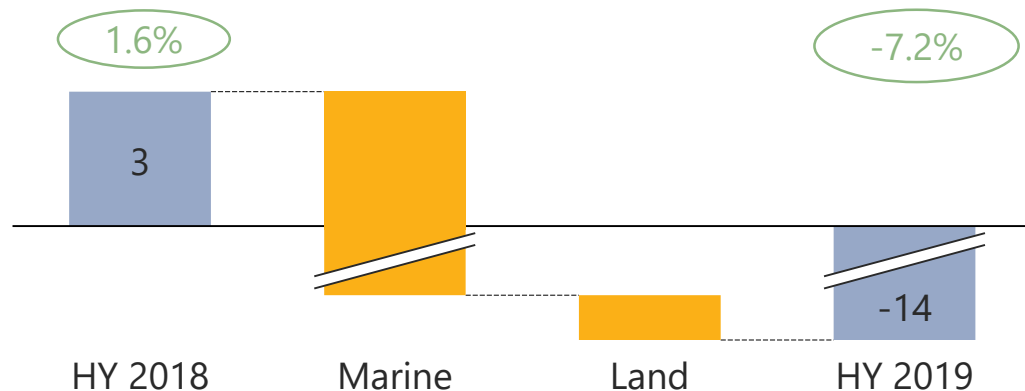
Americas: margin decline despite revenue growth

Revenue



- Growth supported by all business lines, activity levels high in Northeast US and Canada.
- Vessel utilisation down by 16%-points due to delayed maintenance and unforeseen repairs.

EBIT (margin)

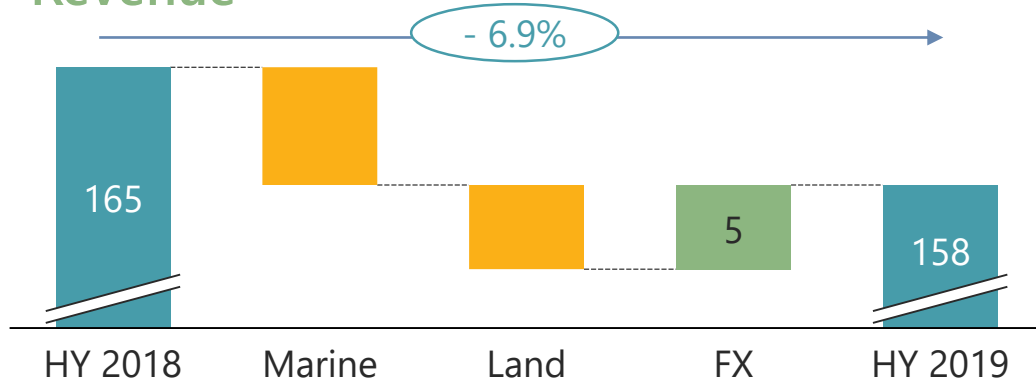


- Decline mostly related to additional charters.
- HY 2018 contained EUR 2.9 million one-off related to sale of a building.
- Significant improvement expected in H2.

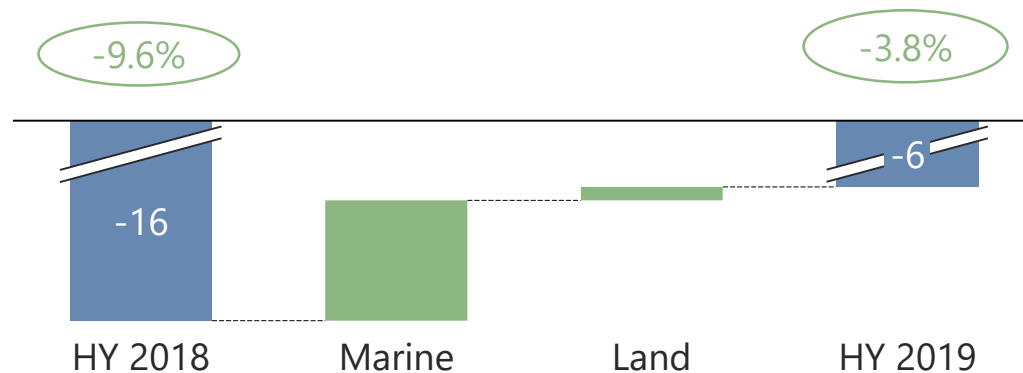
amounts in EUR million, EBIT excluding exceptional items, revenue growth corrected for currency effect

APAC: restructuring efforts start to pay off

Revenue



EBIT (margin)

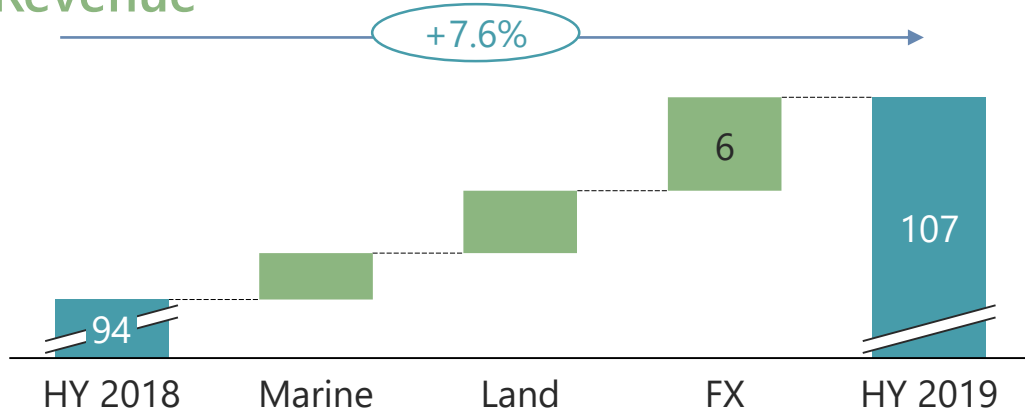


- Significant reduction MAI due to ongoing restructuring, more selective tendering and smaller fleet.
- LSC pressured by challenging Hong Kong market.
- MSC and LAI up.
- Strongly reduced losses MAI.
- Improved margin MSC.
- Vessel utilisation 2%-points up.

amounts in EUR million, EBIT excluding exceptional items, revenue growth corrected for currency effect

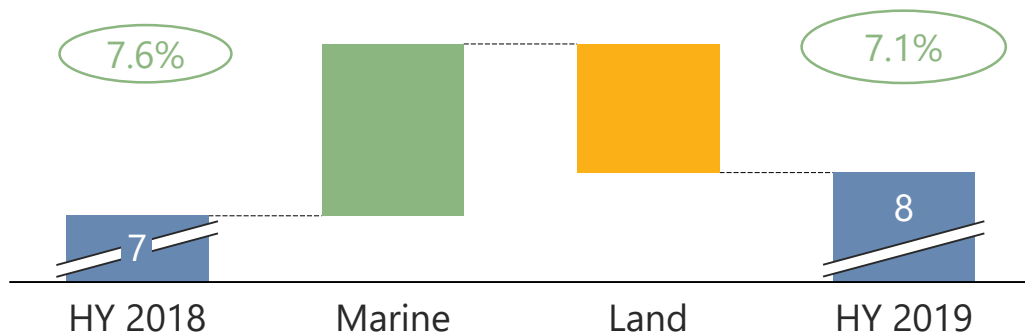
Middle East & India: steady margin

Revenue



- Strong growth MSC, especially in Qatar.
- Healthy growth LSC and LAI due to increased activity levels in oil & gas across Saudi Arabia and India.

EBIT (margin)

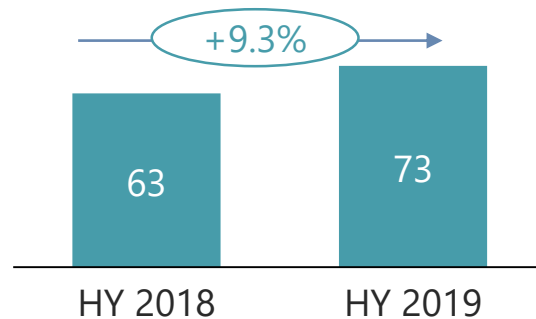


- LSC impacted by geopolitical and economic environment in the region.

amounts in EUR million, EBIT excluding exceptional items, revenue growth corrected for currency effect

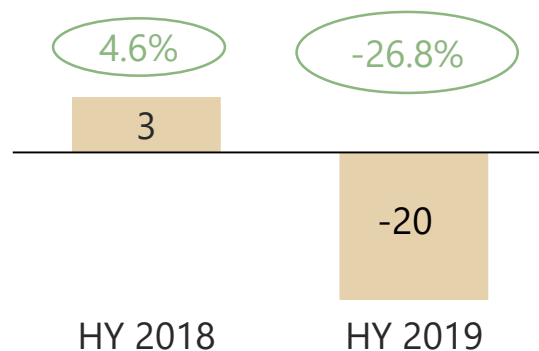
Seabed Geosolutions (held for sale): EBIT impacted by execution issues and delays

Revenue



- Increase activity levels with 2 node crews and shallow water crew almost fully occupied.
- Start date of S-79 project delayed from May to July.

EBIT (margin)



- EBIT severely impacted by execution and competitive contracting issues on projects in Gulf of Mexico (finalised April), Middle East (finalised July), Brazil Buzios (end expected in September) and delayed start of S-79.
- Operational performance improving towards end of HY 2019.
- HY 2018 included EUR 5 million one-off from sale of spare cables.

amounts in EUR million, EBIT excluding exceptional items, revenue growth corrected for currency effect

Strong reduction net loss from continuing operations

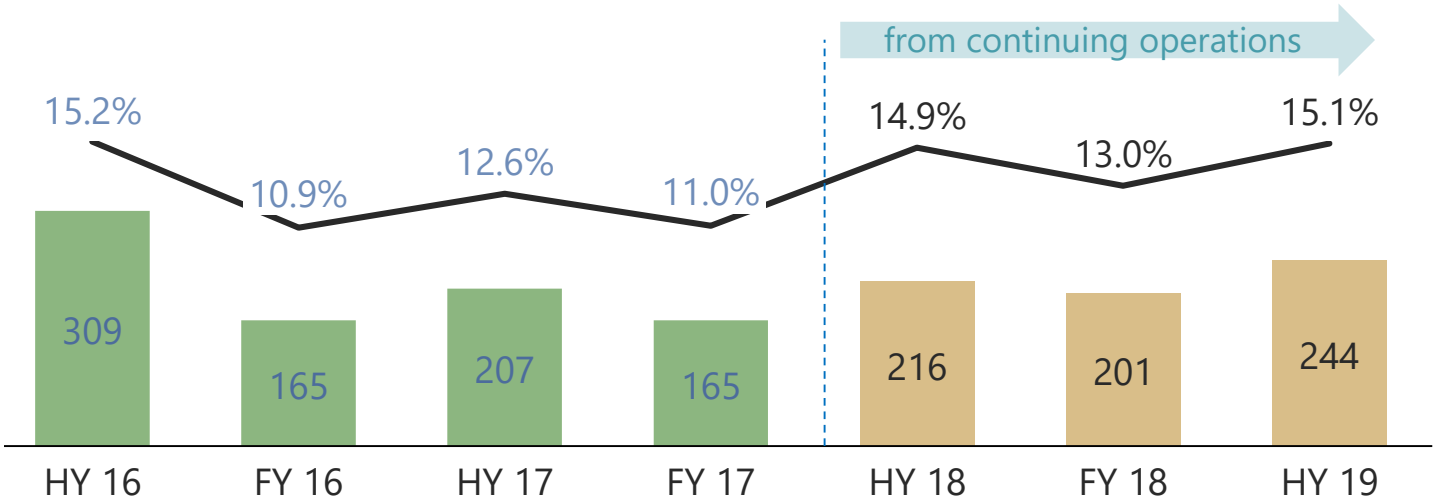
x EUR million	HY 19	Pro forma HY 19 ¹	HY 18
EBIT	16.8	16.5	(0.8)
Finance income	2.2	2.2	3.4
Interest expenses	(26.8)	(20.7)	(18.8)
Exchange rate variances	(4.3)	(4.3)	(16.2)
Equity accounted investees	1.5	1.5	5.8
Income tax expense	(5.4)	(5.4)	(11.3)
Gain on non-controlling interests from continuing operations	(1.6)	(1.6)	(2.3)
Net result from continuing operations	(17.6)	(11.8)	(40.2)
Result from discontinued operations	(79.4)	(79.4)	0.8
Gain on non-controlling interests from discontinued operations	11.0	11.0	(1.1)
Net result incl discontinued operations	(86.0)	(80.2)	(40.5)

- Increase in interest expenses mainly relates to EUR 6.1 million of lease liabilities (IFRS 16 impact).
- Decrease income tax mainly due to recognition of previously unrecognised DTAs.
- Result from discontinued operations mostly relates to EUR 61 million impairment on Seabed goodwill.

¹ excluding the impact on the adoption of IFRS 16

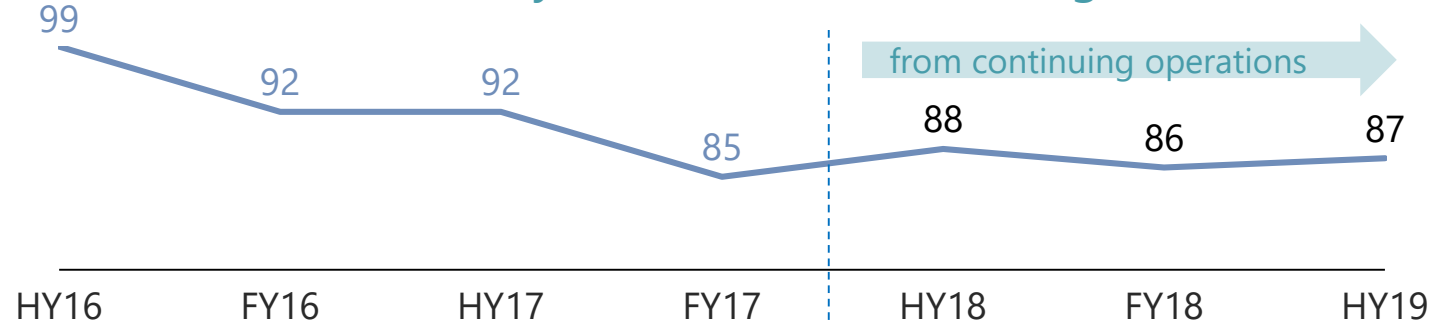
Increased working capital in line with revenue growth

Working capital (as % of revenue)



- Absolute increase in working capital resulting from revenue growth.
- Continued good working capital management In line with last year, due to timely billing & good collection.

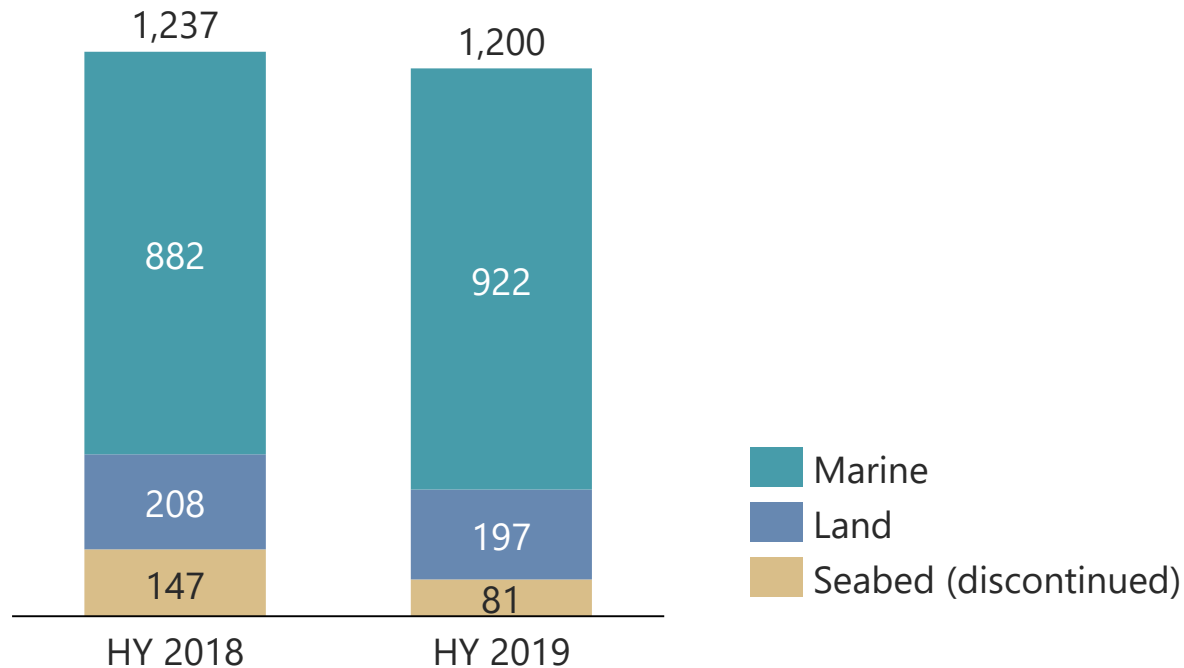
Days of revenue outstanding



Capital employed

Capital employed

X EUR million



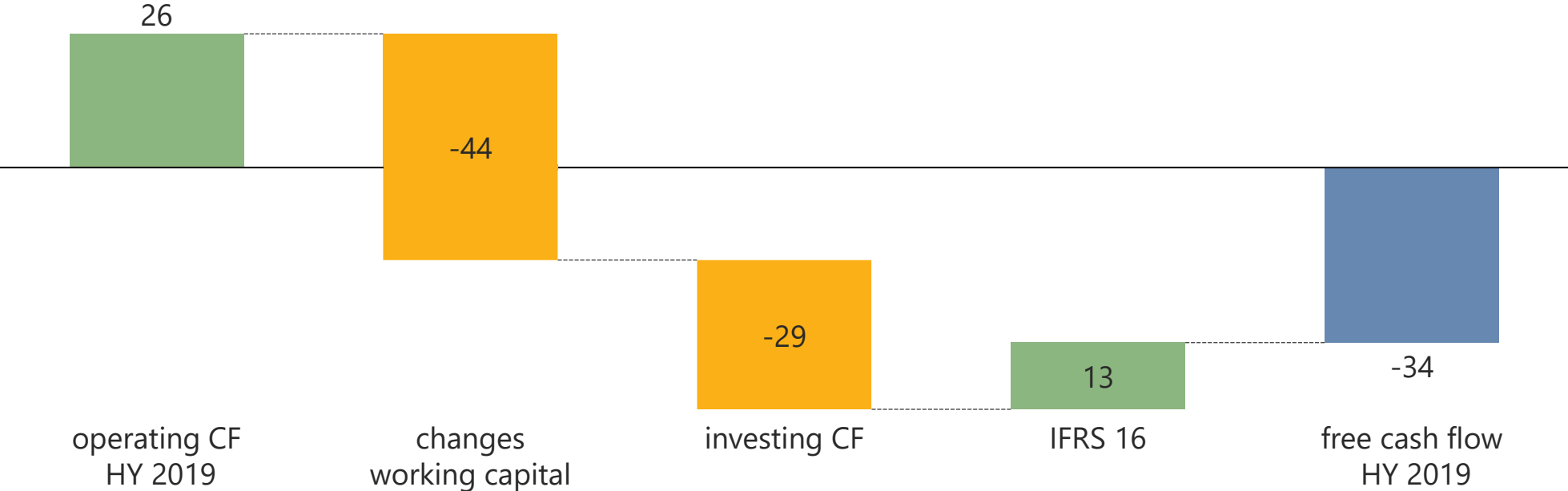
HY 2019 number excludes the impact of IFRS 16

- Increase in Marine and corresponding decrease in Land related to full allocation of Global Marine equity holding to Marine.
- Decline in Seabed Geosolutions caused by non cash goodwill impairment.

Negative FCF due to seasonality and higher capex

HY 2019 Cash flow from operations after investing

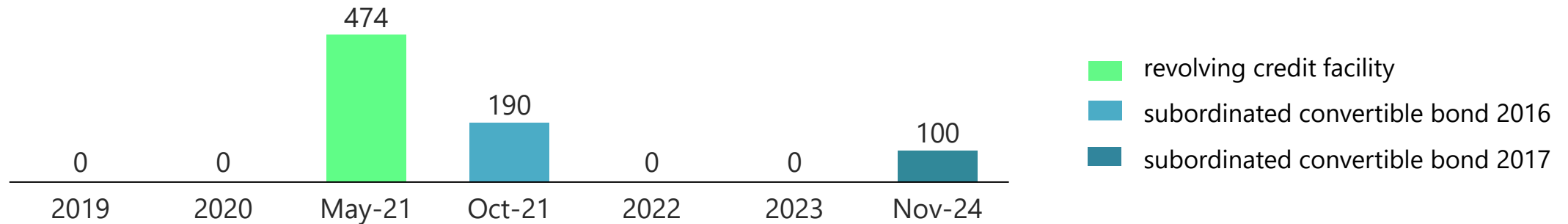
X EUR million, from continued operations



RCF maturity extended to May 2021

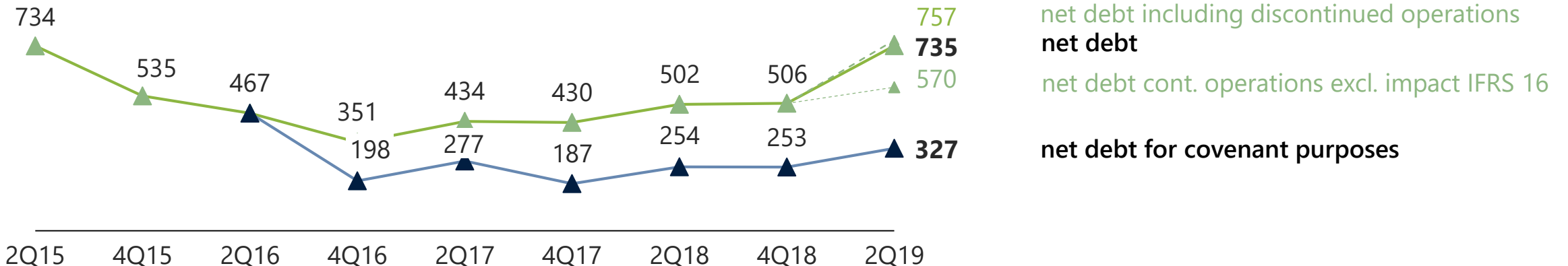
Debt maturity per June 2019

X EUR million equivalents



Net debt

X EUR millions

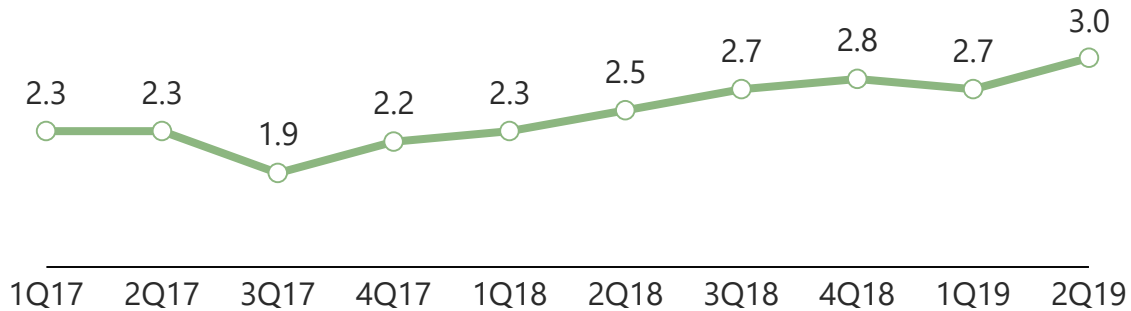


Difference between net debt and net debt for covenant purposes relates to debt component of convertible bonds

Within all covenants

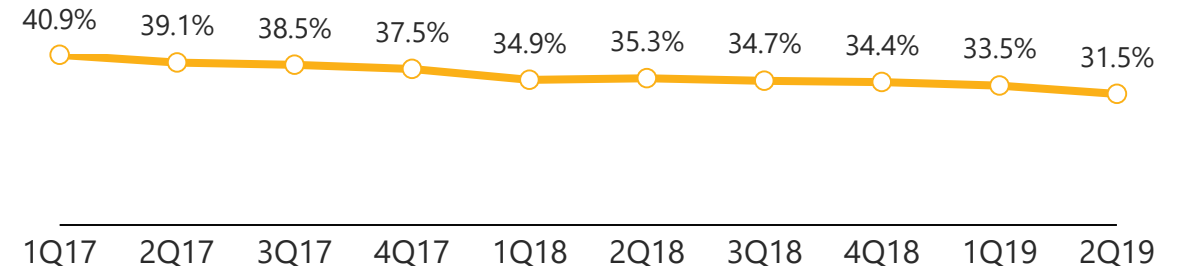
Fixed charge cover

≥2.5 covenant



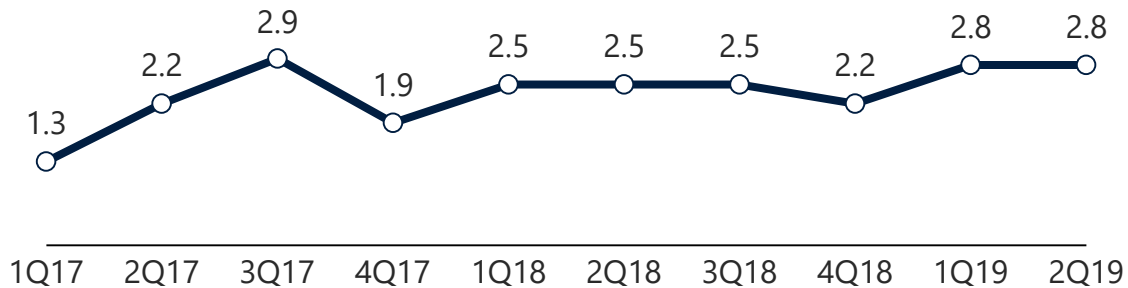
Solvency

≥27.5% covenant



Net debt/EBITDA

≤3.0 covenant



Refer to interim financial statements 2019 and annual report 2018 for definition of net debt for covenant purposes



4. Q3 2019 trading update & outlook

Q3 2019: Fugro sees continued recovery

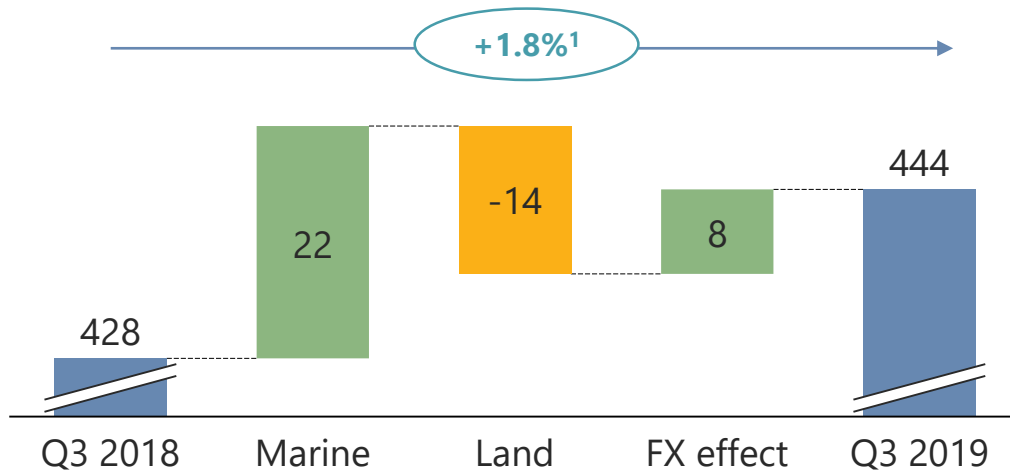
- High-single digit EBIT margin vs mid-single in Q3 2018, supported by most regions and business lines.
- Despite strong growth offshore wind, limited revenue growth of 1.8% mainly due to decline in land.
- Net debt/EBITDA ratio improved to 2.2; expected to further improve towards year-end.
- Positive free cash flow in the quarter.
- Backlog +9.8%, driven by both marine and land.

Figures in this presentation are presented from continuing operations, unless otherwise indicated.
Net debt/EBITDA is according to covenant definition, incl Seabed Geosolutions

Recovery continues, driven by marine

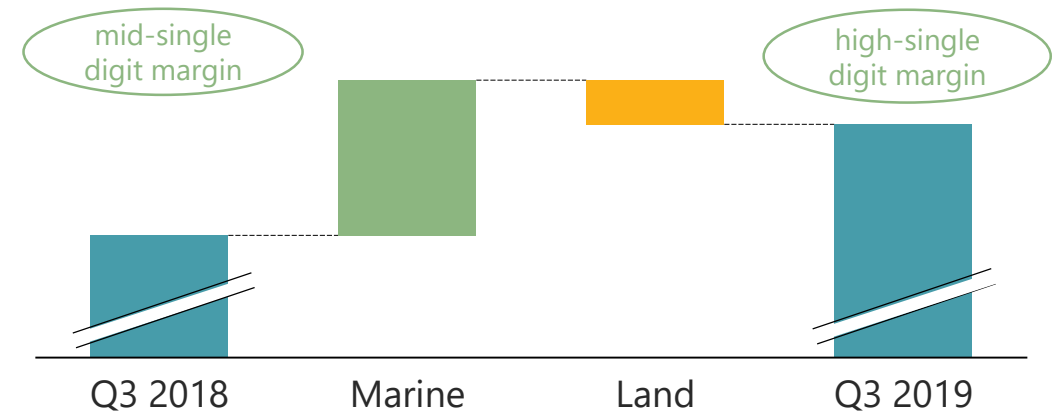
Revenue

X EUR million



EBIT

X EUR million, excl. exceptional items



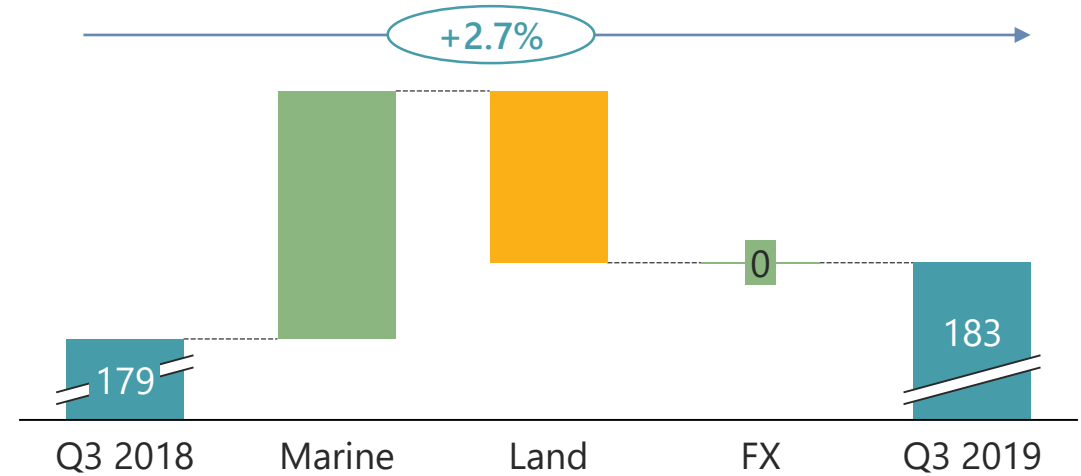
- **Marine site characterisation (MSC)** again grew strongly; continued margin expansion.
- **Marine asset integrity (MAI)** revenue flat with significant margin improvement.
- **Land site characterisation (LSC)** revenue down in certain areas, restructuring ongoing with impact in following quarters.
- **Land asset integrity (LAI)** revenue in line with Q3 2018; margin turned positive.

¹ Corrected for currency effect

Europe-Africa: continued strong performance



Revenue



Highlights Q3 2019 versus Q3 2018

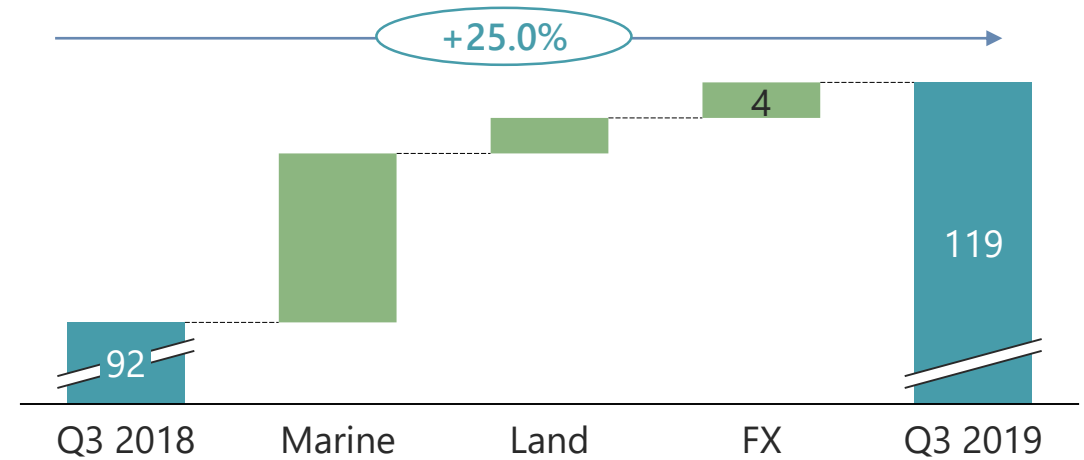
- Revenue growth MSC, MAI and LAI, in particular in offshore wind site characterisation.
- LSC revenue down due to lower activity levels, mainly in UK.
- Continued strong performance with further margin improvement.

amounts in EUR million, revenue growth corrected for currency effect

Americas: margin recovery



Revenue



Highlights Q3 2019 versus Q3 2018

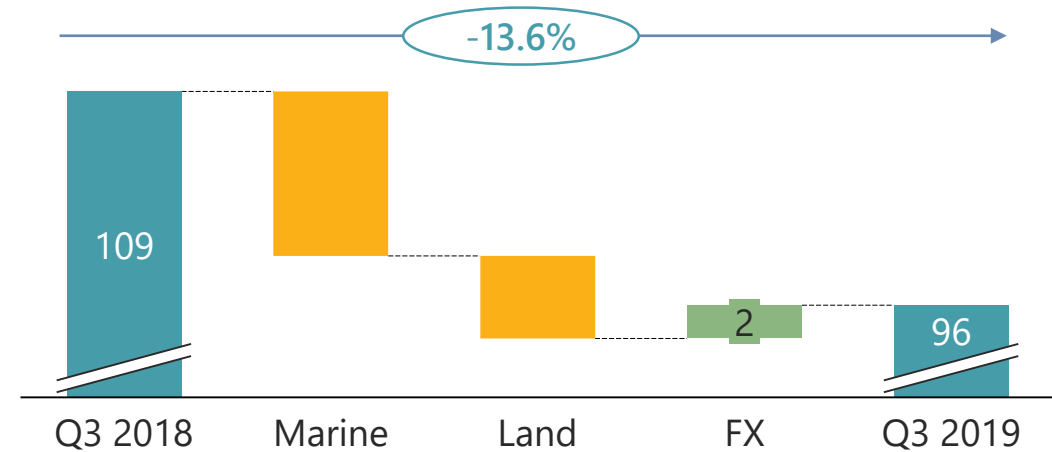
- Revenue growth supported by all business lines.
- Higher utilisation of owned vessel fleet vs H1 2019.
- Improved margin compared to challenging H1 2019, and Q3 2018.

amounts in EUR million, revenue growth corrected for currency effect

Asia-Pacific: margin turnaround



Revenue



Highlights Q3 2019 versus Q3 2018

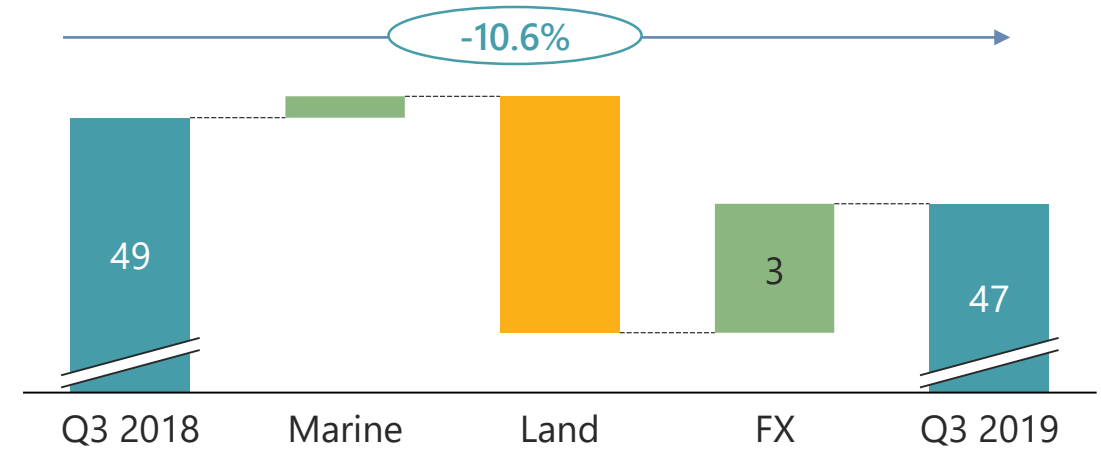
- Revenue down mainly in MAI, with more selective tendering and reallocation of assets.
- LSC revenue also lower, predominantly caused by local circumstances in Hong Kong.
- Steady margin improvement.

amounts in EUR million, revenue growth corrected for currency effect

Middle-East & India: margin impacted by revenue decline



Revenue



Highlights Q3 2019 versus Q3 2018

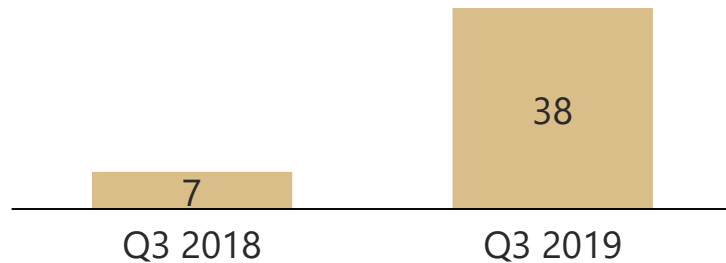
- MSC and LSC revenue impacted by slowdown in Saudi.
- MAI and LAI revenue up.
- Margin decline in line with lower revenue.

amounts in EUR million, revenue growth corrected for currency effect

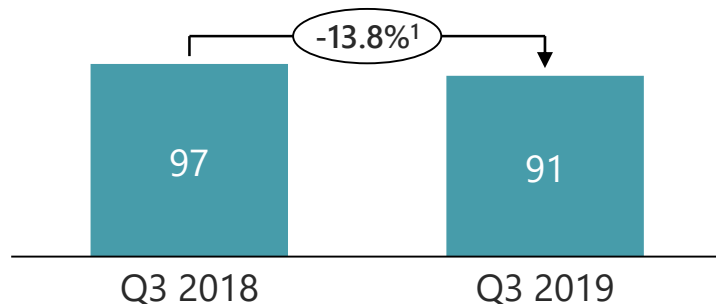
Seabed Geosolutions: significantly better results

Classified as held for sale

Revenue



Backlog



Highlights Q3 2019 versus Q3 2018

- Sharp activity increase with improved operational performance.
- Solid pipeline of potential projects, with some idleness risk in Q4 2019.
- New \$50 million Manta® award in Brazil, not yet included in backlog.
- Divestment process ongoing but not expected to be concluded this year.

amounts in EUR million, revenue growth corrected for currency effect

Improved leverage and positive cash flow

Net debt/EBITDA 2.2

expected to improve towards year-end

Positive free cash flow

mainly thanks to margin improvement.

Working capital as % of 12 months
revenue: 16.1%.

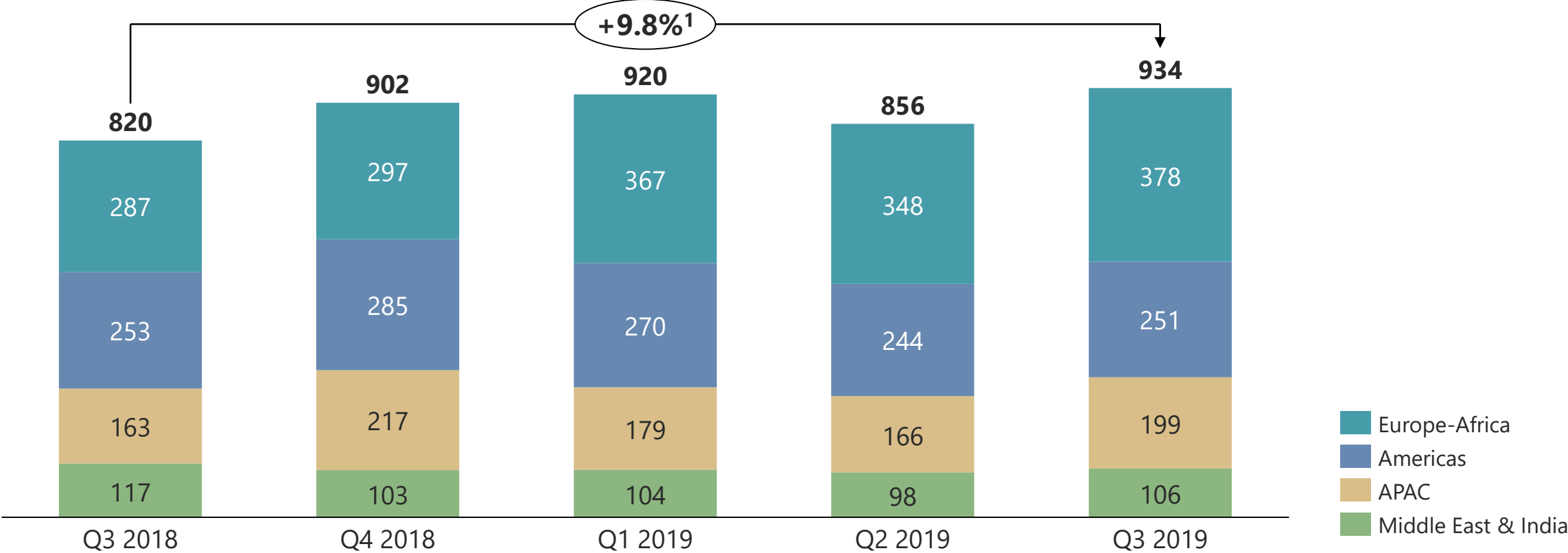
Days of revenue outstanding: 96



Outlook

Strong growth 12-month backlog

X EUR million, from continued operations



1 Corrected for currency effect



Outlook full year 2019

from continuing operations

- Continued revenue growth
- Close to mid-single digit EBIT margin
- Positive free cash flow
- Capex of around EUR 70 million





Thank you

 Catrien van Buttingha Wichers, Director IR, +31 70 3115335

 c.vanbuttingha@fugro.com

 www.fugro.com