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ALTRAD Services

Corporate presentation

GROUP COMMITTEE

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14 - 18th of March, 2017



ALTRAD Services

Corporate Presentation

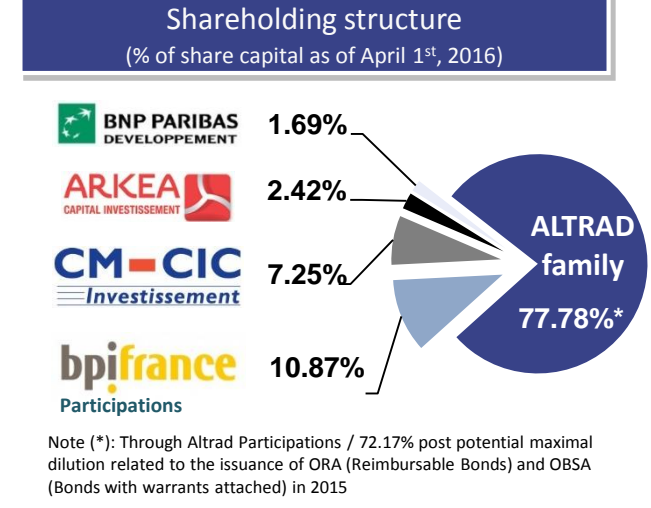


ALTRAD
Services

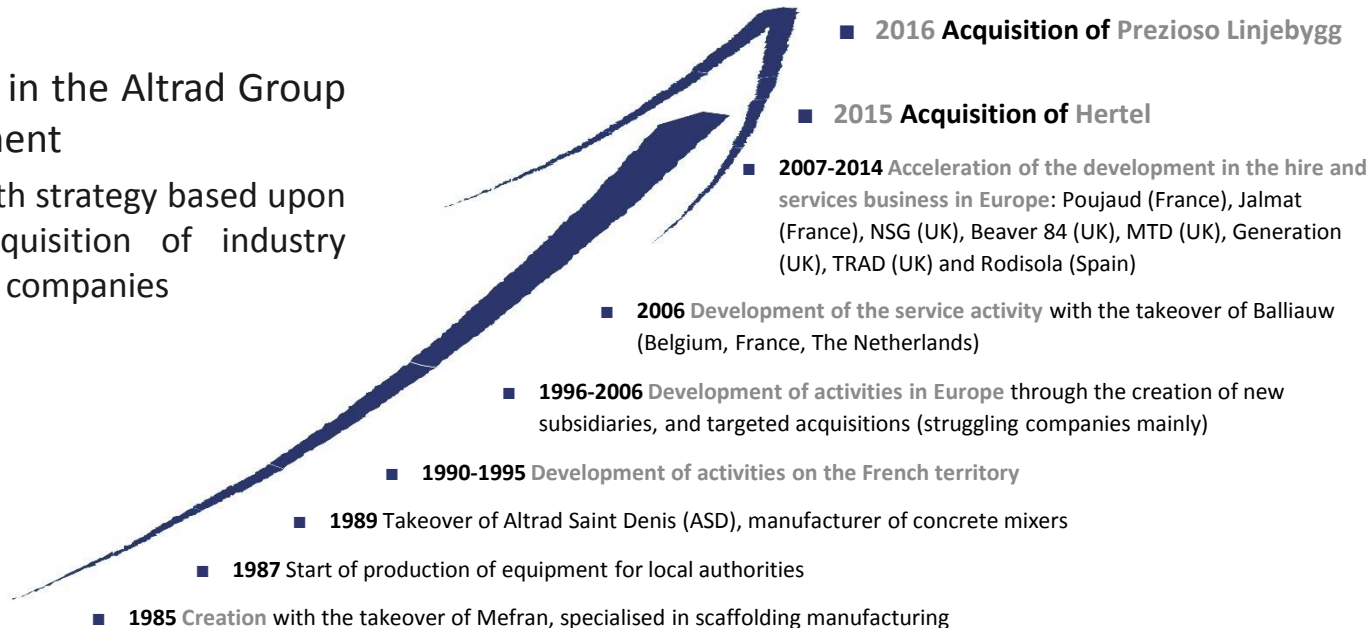
1. Altrad Group history
2. Financial performance
3. Core Values
4. Excellence in Safety
5. Quality & Certifications
6. Introducing Altrad Industrial Services
7. Our approach: from disciplines to integrated solutions
8. The services we deliver
9. Geographical footprint
10. Markets served
11. Flagship projects
12. Major clients



- Altrad: a stable family-owned company with a long-term vision
 - Founded in 1985 and controlled by **Dr. Mohed ALTRAD**
 - Headquarters in Montpellier, France
 - Private and unlisted company
 - Long-term partnerships with institutional investors



- Key steps in the Altrad Group development
 - A growth strategy based upon the acquisition of industry leading companies

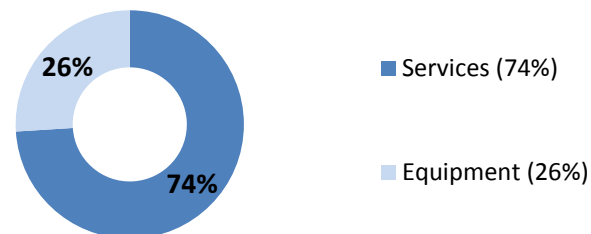


Financial performance

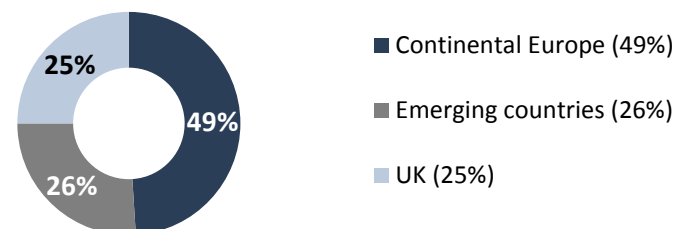
Altrad Group: consolidated figures for 2015/16

- Pro forma Revenues*: **€2,350m**
- Around **22,000 employees** worldwide
- Sales in Europe, Asia, Africa, Australia and Middle-East
- An unparalleled stock of scaffolding:
 - More than **400,000 tons** including services activities,
 - With a replacement **value of €1bn**

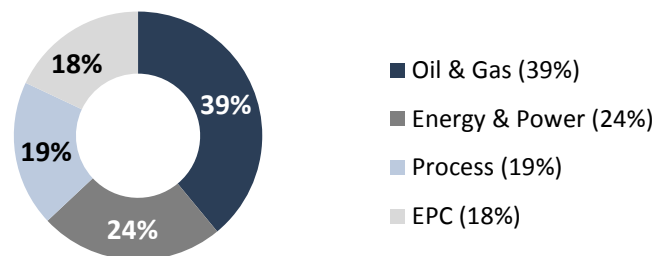
PF* Revenues by segment



PF* Revenues by geographic region



PF* Services revenues by client type



Note (*): Pro forma figures (i.e. with Prezioso Linjebygg 12 months business) as of August 31st, 2016
Prezioso Linjebygg acquisition effective on May 2016

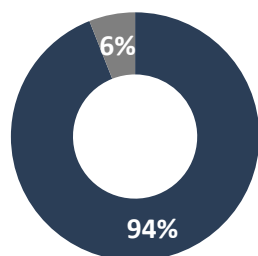
Financial performance

Altrad Group: a well-balanced geographical footprint

Revenues by geography

2010

Sales: €417m

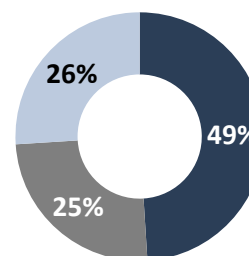


■ Continental Europe (94%)

■ UK (6%)

2016 PF*

Sales: €2,350m



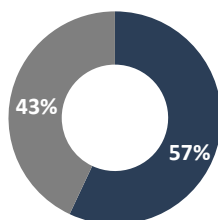
■ Continental Europe (49%)

■ UK (25%)

■ Emerging countries (26%)

Geographic split by segment in 2016 (% PF sales*)

Equipment

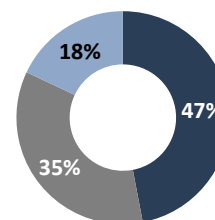


■ Continental Europe (57%)

■ UK (43%)

2016 PF* sales: €618m

Services



■ Continental Europe (47%)

■ Emerging countries (35%)

■ UK (18%)

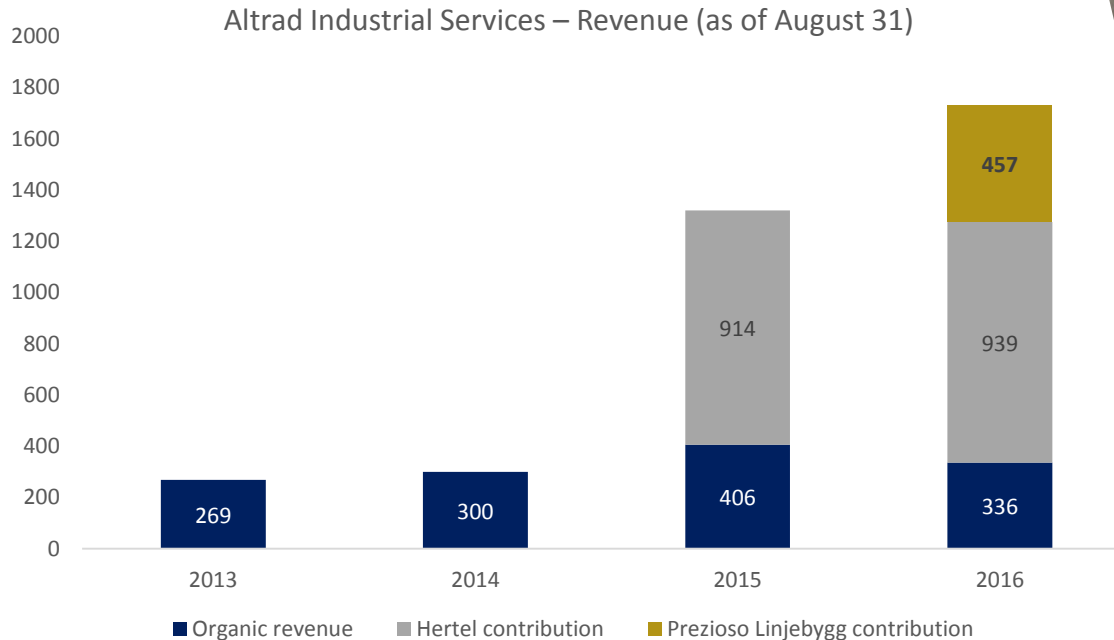
2016 PF* sales: €1,732m

Note (*): Pro forma figures (i.e. with Prezioso Linjebygg 12 months business) as of August 31st, 2016
Prezioso Linjebygg acquisition effective on May 2016

Financial performance

Altrad - Industrial Services Business Unit results

- Amongst the Top 2 players worldwide
- Strong growth over recent years through 2 major acquisitions:
 - €1,732m Pro forma* 2015/16 sales



Note (*): Pro forma figures (i.e. with Prezioso Linjebygg 12 months business) as of August 31st, 2016
Prezioso Linjebygg acquisition effective on May 2016

COURAGE

We are eager to reach out beyond new boundaries and we are willing to explore innovative ways of thinking and working. What we do is therefore not easy: we are entrepreneurs and thus take risks and challenge ourselves permanently. Our objective is always to achieve the best outcome despite the difficulties.

SOLIDARITY

Solidarity is about teamwork and reliability. We collaborate and contribute to the different projects we undertake together by sharing ideas and opportunities, knowledge and resources. We support each other and stand up for each other. We always foster open and collaborative relationships and we put the common good before personal interests.

RESPECT

We accept the responsibility as a group and as individuals to prevent situations that jeopardise the health and safety of everyone at our workplaces. We treat people with consideration, regardless of their position. We conduct our business in accordance with exemplary standards of transparency, integrity and honesty. We hold a deep sense of responsibility towards all of our stakeholders and the environment we work in.

HUMILITY

We are open to differing points of view and are convinced that we can learn from anyone, anywhere. We always act and lead in a manner that expresses a spirit of inclusion. We tend to learn from mistakes and successes in equal measure and, above all, we never underestimate our competition. For every project, we seek and provide honest feedback to reach our goals by continuous improvement.

CONVIVIALITY

Every day, we try to create a work environment that reflects the spirit of our teams, based upon commitment and open-mindedness. Together, we know how to share and to collaborate in a convivial spirit. We also celebrate success and combine functional excellence and cross-functional teamwork to produce exceptional ideas and results.

Message from the Group General Management

“Among the Altrad Group, at every company level, numerous initiatives have been introduced to improve Safety. These initiatives are always part of a continuous improvement process based on identifying, analysing and controlling risks.

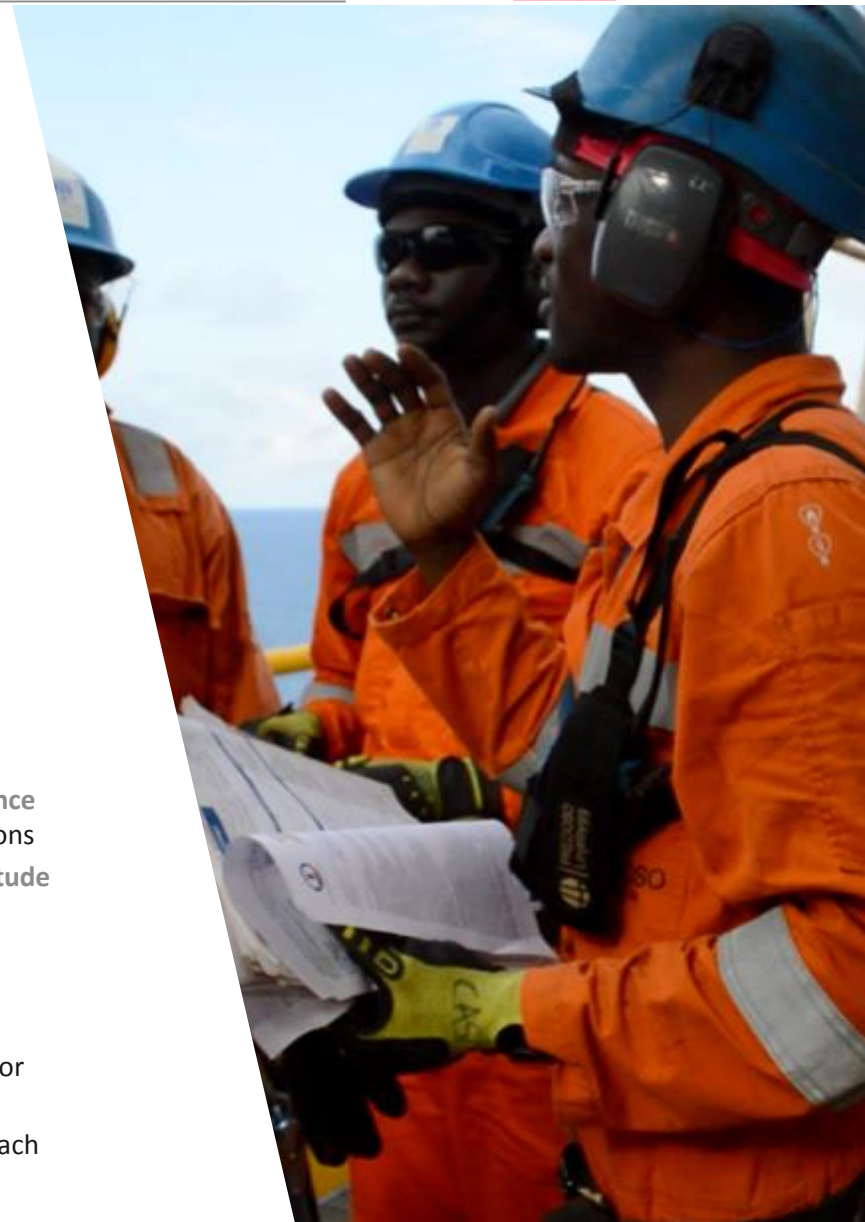
To reduce these risks and make safety a genuine value shared by all its employees, Altrad is committed to making safety a basis of its corporate culture.

The approach that we promote enables everyone to become involved and give their opinion on topics relating to health and safety. On a day-to-day basis, everyone’s contribution is both necessary and welcome. It creates a collective commitment and helps us to develop a genuine safety culture.”

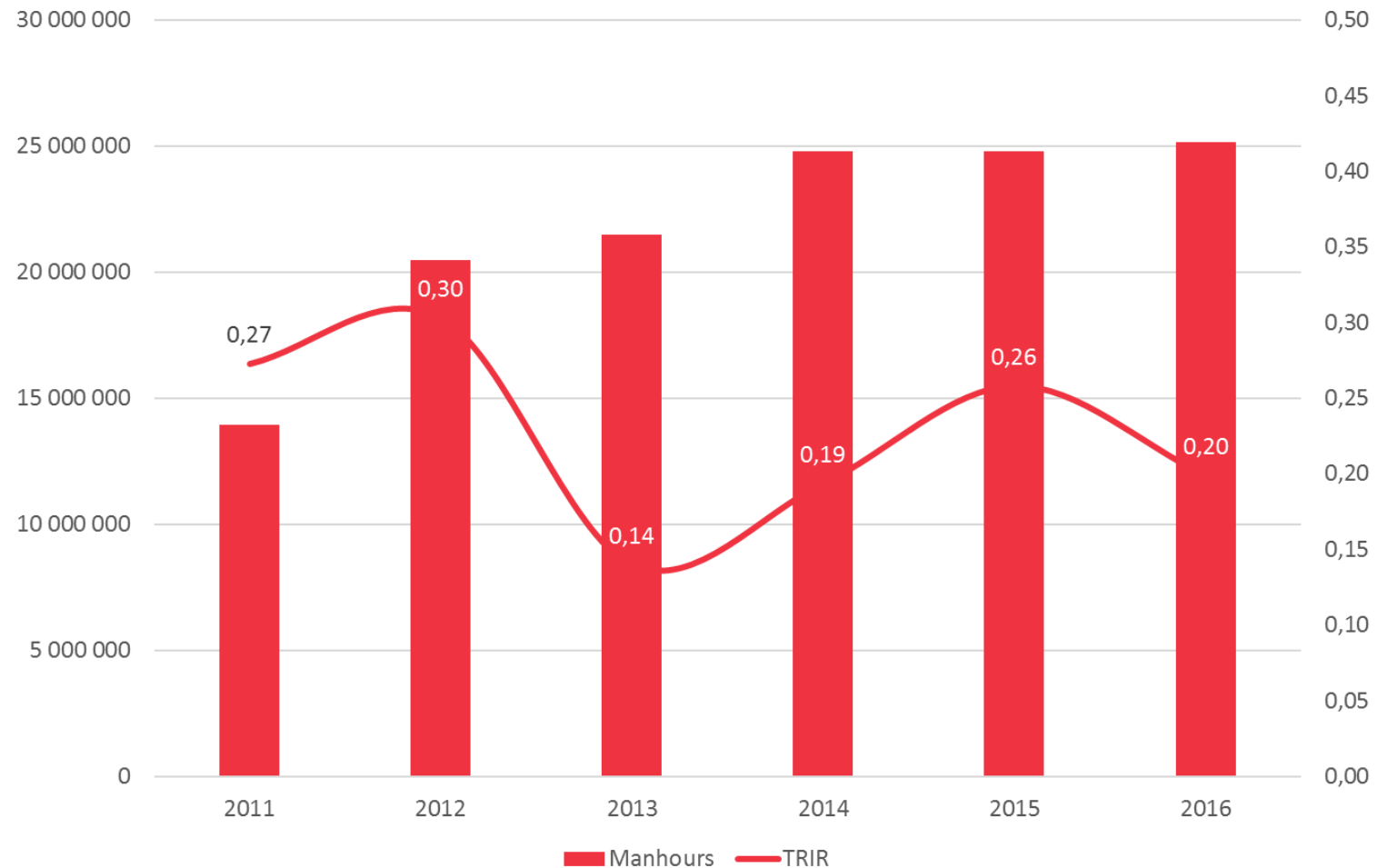
Mohed Altrad (PhD), CEO

Our key drivers to develop our safety culture

- ◉ Make safety a fundamental value **shared by all**
- ◉ Focus on the **importance of major risks** and their prevention strategy
- ◉ Share the safety vision and responsibilities **between employees and management**
- ◉ Foster **individual intervention** through transversal cooperation and **dialogue**
- ◉ **Keep coherence and persistence** in our daily decisions and actions
- ◉ **Inspire Safety as positive attitude**
- ◉ **Recognise good practices** and apply fair penalties
- ◉ **Develop leadership** in safety through the entire chain of command, regardless of level or position
- ◉ **Commit to a long-term approach**

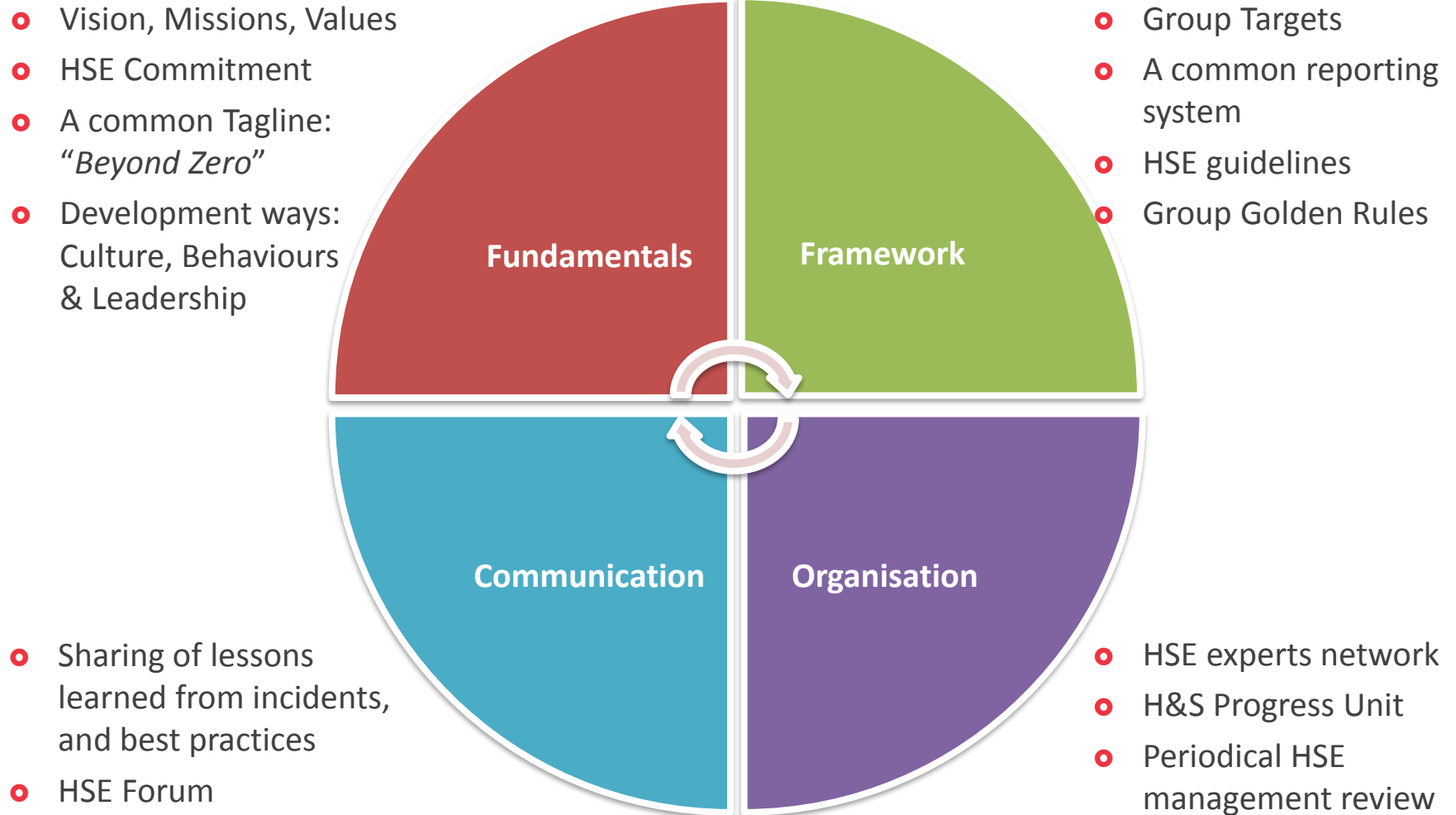


Working hours & Total Recordable Incident Rate

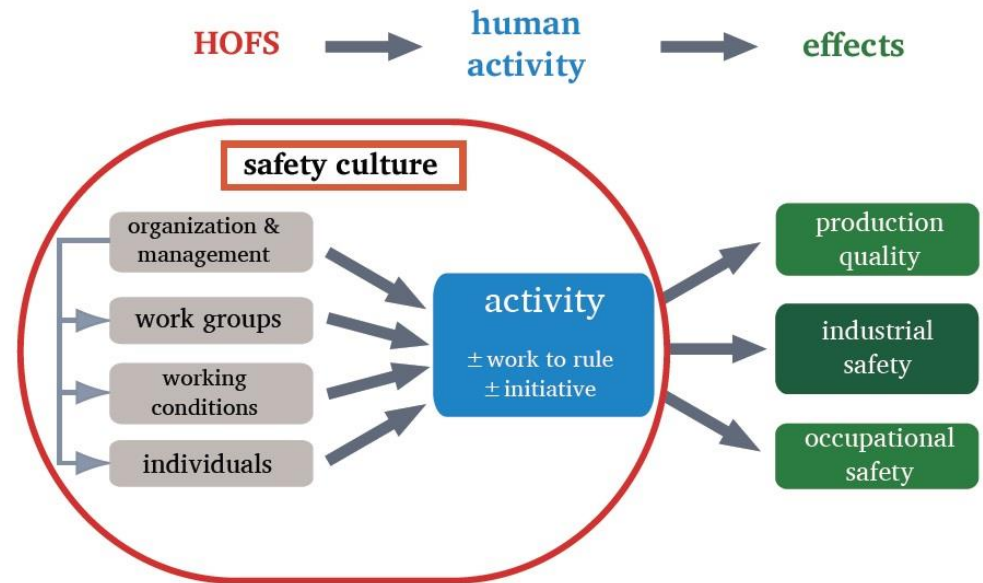


OSHA Standard

A common frame for Altrad Services entities



- Taking into account Human & Organizational Factors of Safety (HOFS) enables to encourage a positive contribution from operators (and teams) with regards to safety
- In order to control our risks, we develop in the field our capacity to anticipate, early detect and respond appropriately to variations of the working conditions



Overall Performance



The same underlying factors lead to Safety performance but also Quality and Productivity

- The global nature of the sectors we work for has a significant impact on our certification processes.
- In order to better serve our markets, we have decided to always rely upon **high international standards**. This approach helps us develop our activities in accordance with **all types of regulations** (even local) and **clients' specific demands**.
- For that reason, the majority of our operations conform to **internationally recognised management standards** (e.g. ISO 9001, OHSAS 18001 and ISO 14001).
- Each entity owns and manages its own certifications for both staff and the company according to its needs & local requirements



Areas of certification

Companies

Staff

Quality & HSE



*According to the job
& working environment*

Trade

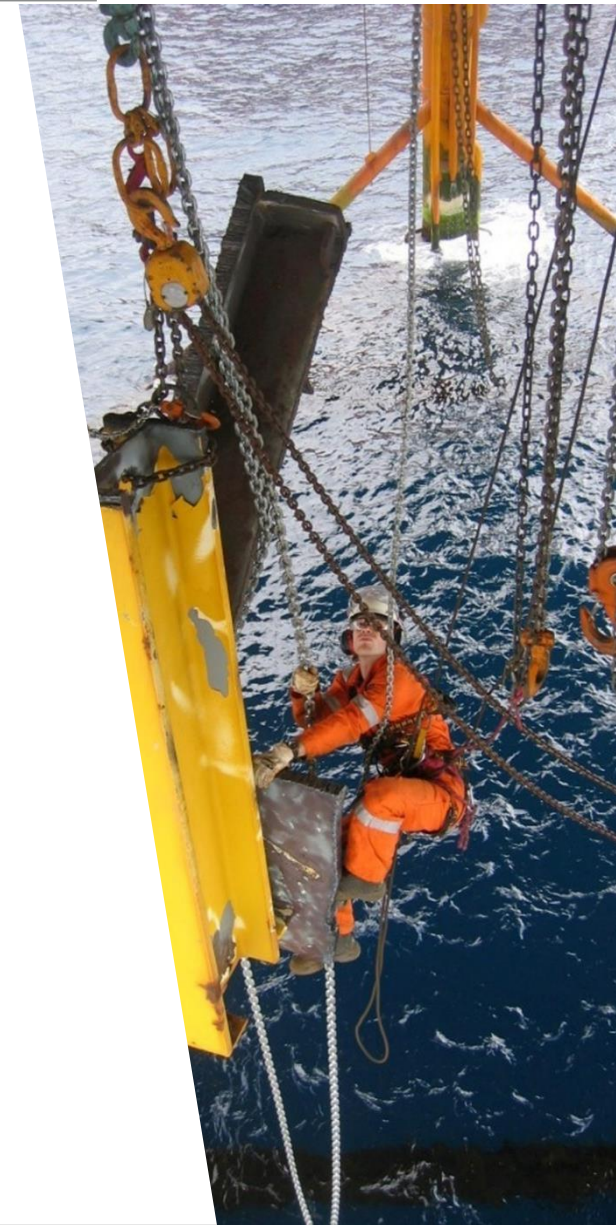
Anticorrosion
PFP, Insulation
Asbestos removal
Rope Access
Scaffolding
Steel structure
NDT, etc.



*According to the job
& working environment*



- The **Altrad Industrial Services Business Unit** is the combination of **various Altrad companies**, all **leaders** in their respective markets: Hertel, Prezioso Linjebygg, Altrad Rodisola, Altrad NSG, Poujaud, Comi Service and Altrad Balliauw.
- The Altrad Industrial Services Business Unit ensures its clients receive **added value** through the provision of **efficient solutions** based on its recognised know-how, quality management and reputation.
- We deliver services **throughout the lifecycle** of our clients' assets.
- We offer a wide range of **cost-driven integrated solutions** covering SIPM (Scaffolding, Insulation, Painting, Mechanical).
- Our major **competitive advantage** is **our people**, passionate and committed to excellence.
- **SAFETY** is our priority, our fundamental value, at every stage.
- We deliver on a **global basis**, especially in Europe, Africa, Middle East, Asia, and Australia, where we hold leading positions.
- Through **sustainability** and **performance focus**, we aim at serving our clients **on a long-term basis**.



Altrad
holding

Support Services

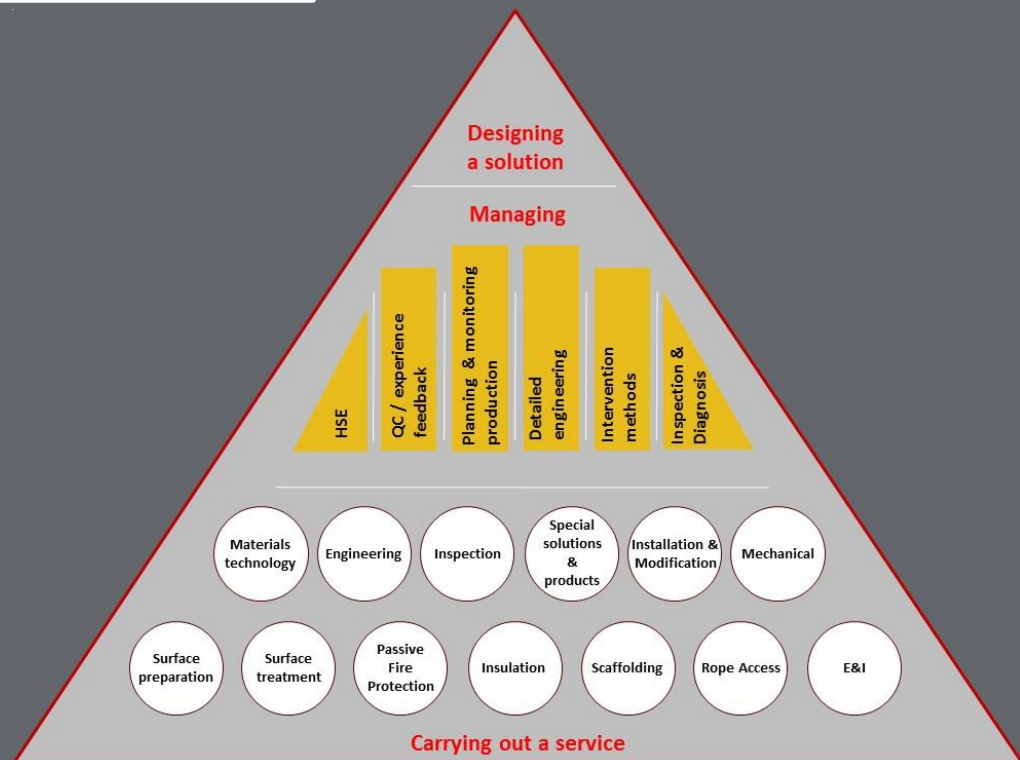
- Finance & accounting, Internal audit & cost control, Legal, IT, HR, Sourcing, Business support... -

EQUIPMENT MANUFACTURING & SALE Business Unit

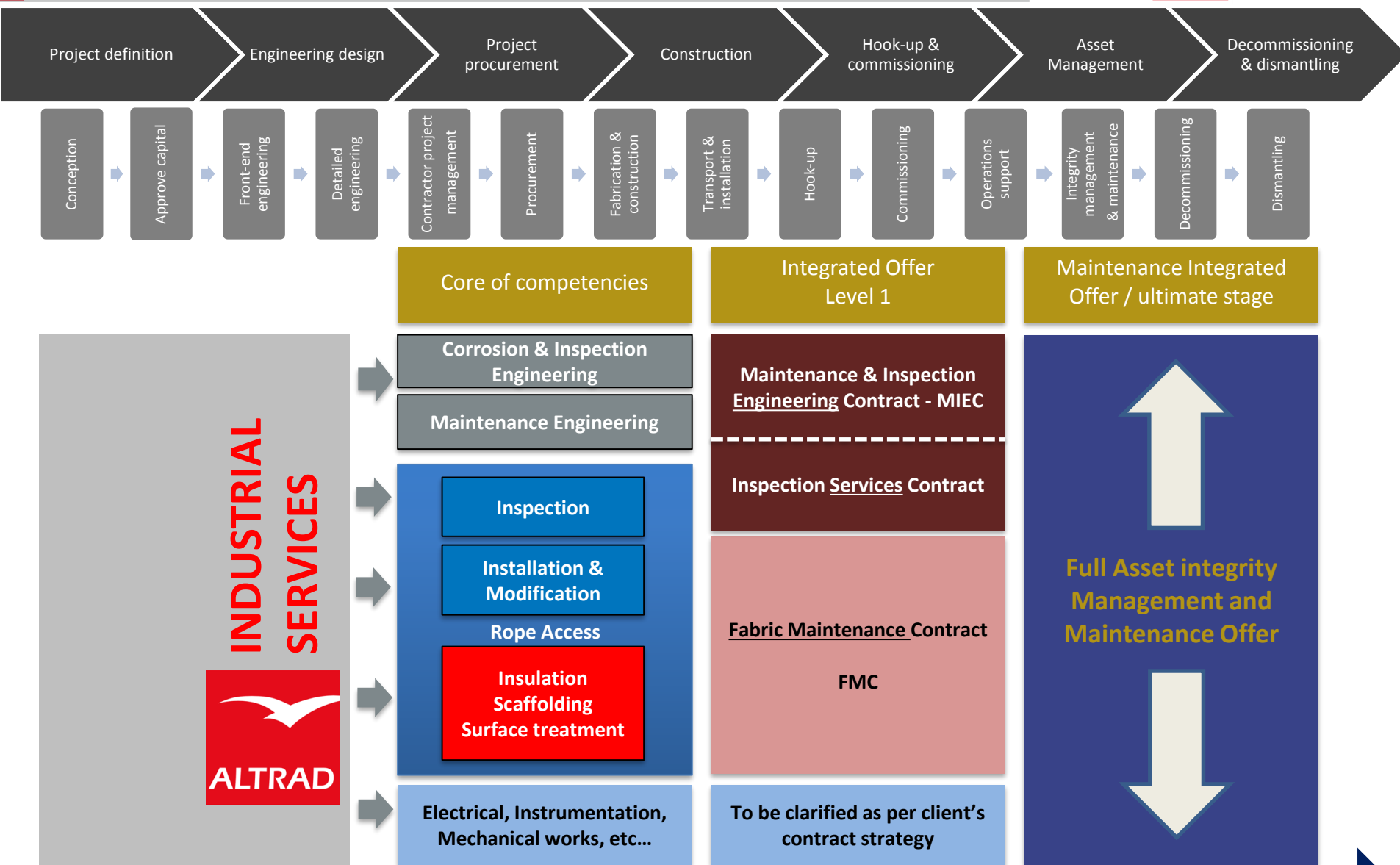
- 37 companies
- 22 production sites worldwide
- Manufacturing, sale & hire of:
 - Scaffolding, formwork, props, shoring, events equipment (grandstands, platforms, etc.)
- Manufacturing & sale of:
 - Mixing, carrying, and compacting equipment
 - Public facilities (playgrounds for children, multipurpose sport fields, etc.)



Our approach: from disciplines to integrated solutions



Our approach: disciplines to create client-oriented synergies



INTEGRATED SOLUTIONS – FOR CAPEX & OPEX

we extend the life of your investments



Surface preparation

- Extensive range of applications (cleaning, blasting, cutting, demolition)
- All technologies including: traditional abrasive techniques, Ultra-High Pressure water jetting, permanent surface treatment workshop, localised induction heating...



Insulation

- Hot thermal insulation
- Cryogenic insulation
- Soundproofing
- Pre-insulation
- Prefabrication workshops
- Confined areas and environmental conditioning
- CUI solutions
- Technical Insulation Performance assessment (TIPCHECK by EiiF)



Surface treatment / coating

- Anticorrosion coating
- Concrete repair works & coating
- Non-metallic repair works (composite solutions)
- Thermal Spray Coating
- Concrete impermeability
- Applications for the built environment
- Special tank lining



Traditional Access / Scaffolding

- Scaffolding
- Tensioned netting
- Mobile platforms



Passive Fire Protection

- Intumescent coatings
- Fire stop joints
- Fire-resistant solutions
- Fireboxes
- Refractory linings



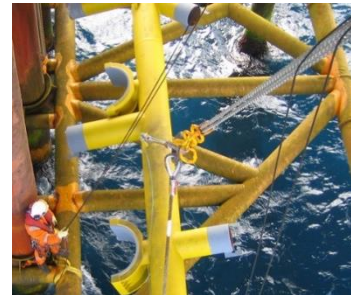
Mechanical works

- Piping & equipment fabrication
- Incl. fabrication of structural steel, piles & pile guides, plate girders, pressure vessels and pipework
- Wide range of welding processes
- Machining services (bolting services, flange facing...)



Difficult to access modifications, repairs and maintenance

- A range of special solutions designed for use in the offshore O&G sector in difficult-to-access areas where scaffolding, crane or helicopter access is difficult or costly, using:
 - Specially designed lifting tools
 - Advanced rigging or lifting methods
 - Small effective multi-skilled teams
 - Specially designed cutting tools



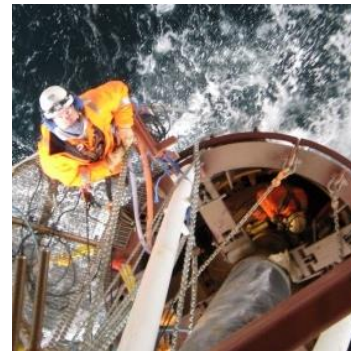
Jacket upgrades or replacement

- Design and engineering of solution
- Procurement / fabrication of materials
- Installation using rope access lifting or rigging techniques



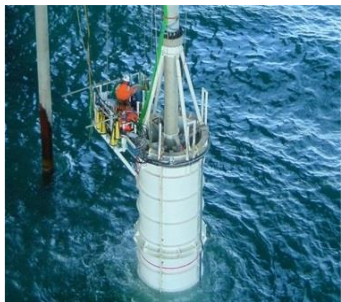
Flare tip modification or replacement

- Avoid use of helicopters / crane barges
- Specially designed lifting tools and advanced rigging
- Project design, engineering and execution



Cutting and removal

- Wide range of cutting tools in our product range, including:
 - Subsea diamond wire saws
 - Topside ATEX Zone 1 certified diamond wire



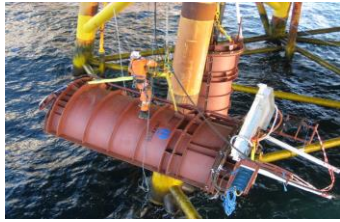
Repair / maintenance of risers and other jacket structures

- Below deck solutions with cofferdams
- Work can be executed whilst riser is in operation



FPSO swivel exchange

- During operation offshore
- Advanced rigging / lifting
- Design and engineering of project



Modification and maintenance support services

- Provision of suitably qualified rope access and rigging / lifting personnel for a wide range of offshore projects (e.g. hook-ups, jumper / riser installation - transfer, derrick bolt torquing)



Splash zone inspection and cleaning solutions

- Design, engineering, fabrication, installation and execution of inspection and cleaning services in the challenging “splash zone” using remote access tools operated from the topside and fixed to the offshore structure



Rope access NDT inspection

- UTM (class surveys), SPS, UWILD, Traditional and advanced NDT, Drops surveys, Derrick inspection, API inspection, Lifting gear inspection



Internal tank or vessel inspection

- Inspection and cleaning of tanks without the need for personnel to enter
 - ATEX certified programmable remotely operated inspection and cleaning arm
 - Manually operated inspection tools for special needs



Habitats

- ATEX certified pressurised habitats allow naked flames and other hot works to be carried out without the need for a production shutdown
- Flexible and modular system not seen as confined space



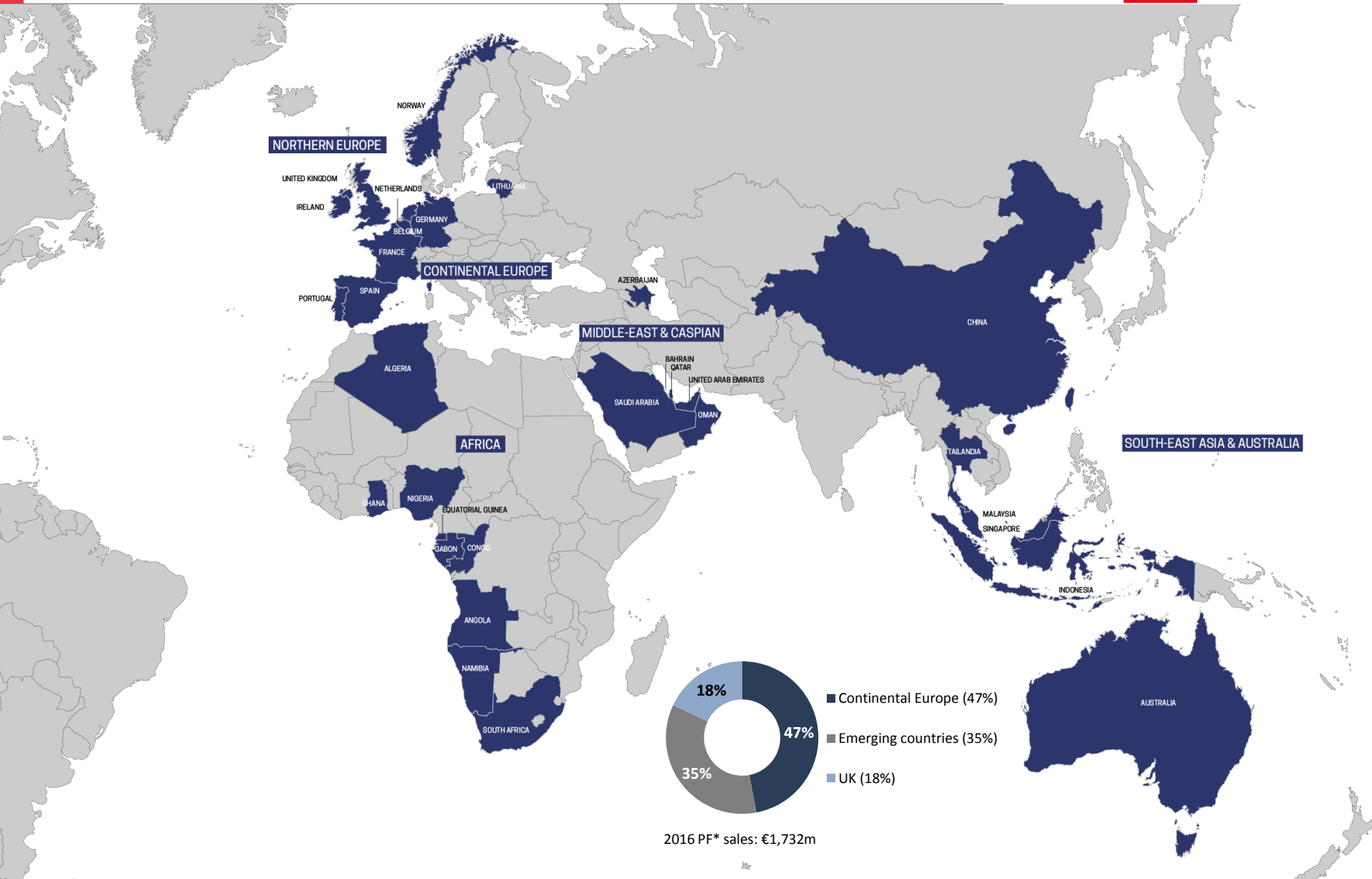
Piping Integrity Management

- Inspection and maintenance of corrosion under pipe supports
 - Stress calculation of pipeline (development of lifting matrix)
 - Production of lifting plans
 - Inspection, repair and blasting / painting



- Rope Access performed ISS services
- Crane replacement
- Flare tip replacement
- Lifeboat installation support
- Piping integrity programme
- Special lifting / rigging
- Lifting in areas without crane coverage
- Tank cleaning & inspection
- Hot work support using Habitats
- Jacket reinforcement
- Cold cutting topside
- Rope access based inspection surveys
- Cold cutting in the splash zone / subsea
- Riser & structural repair
- Splash zone / subsea operations (inspection, cleaning...)

Geographical footprint



49%

Oil & Gas

Offshore platforms (fixed & floating), FPSOs, FSOs, refineries, liquefaction & regasification plants - LNG, storage sites, petrochemical plants...



23%

Power Generation

Nuclear, thermal, hydroelectric, renewables...



28%

Process

Industrial plants, petrochemicals, steel industry, cement industry...



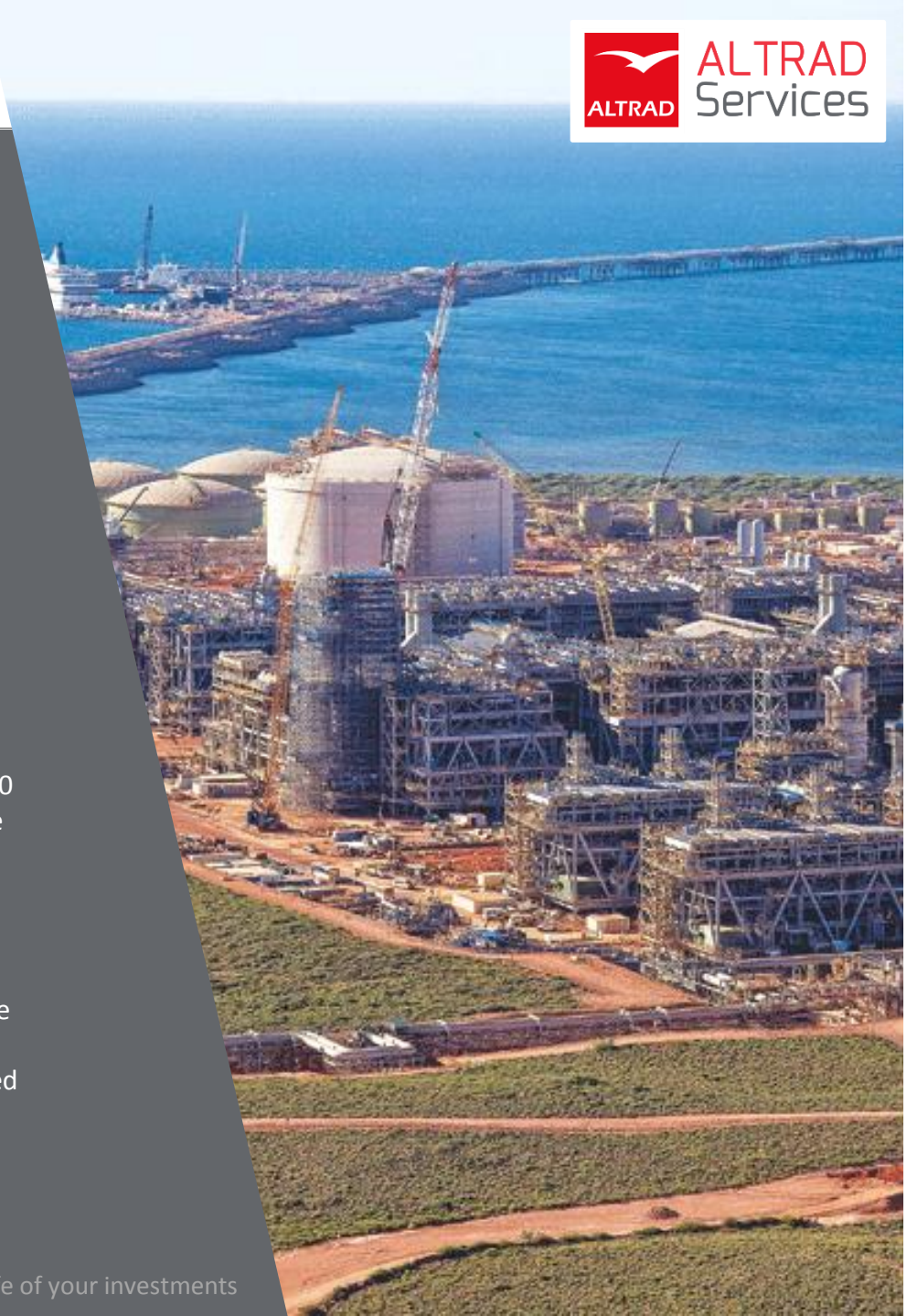
Others

Marine & naval vessels, bridges, viaducts, tunnels, water & sewage treatment facilities...



GORGON

- **Client:** Chevron – Barrow Island in Australia
- **Market:** Oil & Gas
- **Scope:** Supply and installation of painting, insulation & fireproofing
- **Key figures:**
 - Contract size: AU\$700M
- **Major dates:**
 - November 2011: contract award
 - February 2014: mobilisation to Barrow Island
 - March 2017: handover train #3
- **Key-features:**
 - Second largest contract, with a total peak workforce of 1,200 personnel employed and an average of 720 deployed on the construction site
 - The Gorgon project is located on Barrow Island which is a Class A Nature Reserve located 85 Km off the Western Australia coast
 - Working on the Class A reserve imposed extreme quarantine requirements and logistics challenges with everything transported to site required to be fumigated and quarantined prior to shipment



Flagship projects

TDI

- **Client:** FLUOR / BASF – Ludwigshafen in Germany
- **Market:** Process / EPC
- **Scope:** Piping pre-fab including painting, piping & equipment erection, electrical and steam tracing, insulation, scaffolding and fabrication of column internals
- **Key figures:**
 - Contract size: Below €300M (confidential)
- **Major dates:**
 - November 2013: contract signed
 - February 2015: transition from unit rate to time & material
 - November 2015: commissioning
 - June 2016: installation of insulation boxes for valves and flanges and completion of all remaining works
- **Key-features:**
 - The new plant is the first facility in the world, which is able to produce 300,000 tons per year in only one single-stranded production line
 - Hertel achieved more than 3.0 million hours LTI-free
 - The manpower load was at the highest in week 12 with a total of approximately 1,423 personnel (including overhead)



GIRASSOL

- **Client:** Total E&P
- **Market:** Oil & Gas
- **Scope:** A complete and unprecedented revamping project: a multidisciplinary and comprehensive approach encompassing all Prezioso Linjebygg's areas of expertise: blasting (especially U.H.P. water jetting), anticorrosion coatings, fire protection, thermal insulation, scaffolding, rope access work
- **Key figures:**
 - Contract size: \$310M
 - 3 million man-hours over the five-year period
 - Average POB: 100 operators (i.e.: 200 mobilised people)
- **Major dates:**
 - The project started with a hook-up, in 2006-2007, in Fos-sur-Mer (France) – The Rosa Project
 - Year of completion of the whole Girassol project: 2016
- **Key-features:**
 - First complete revamping ever on an operating FPSO
 - Major safety constraints and measures: training of local workers, equipment adaptation – full compliance with ATEX Zone II directive...
 - Environmental protection: compliance with ISO 14001 (abrasive recovery and recycling, especially in the ballast tanks)
 - Major project coordination aspects to deal with (day and night work, managing a huge increase in human and material resources, etc.)



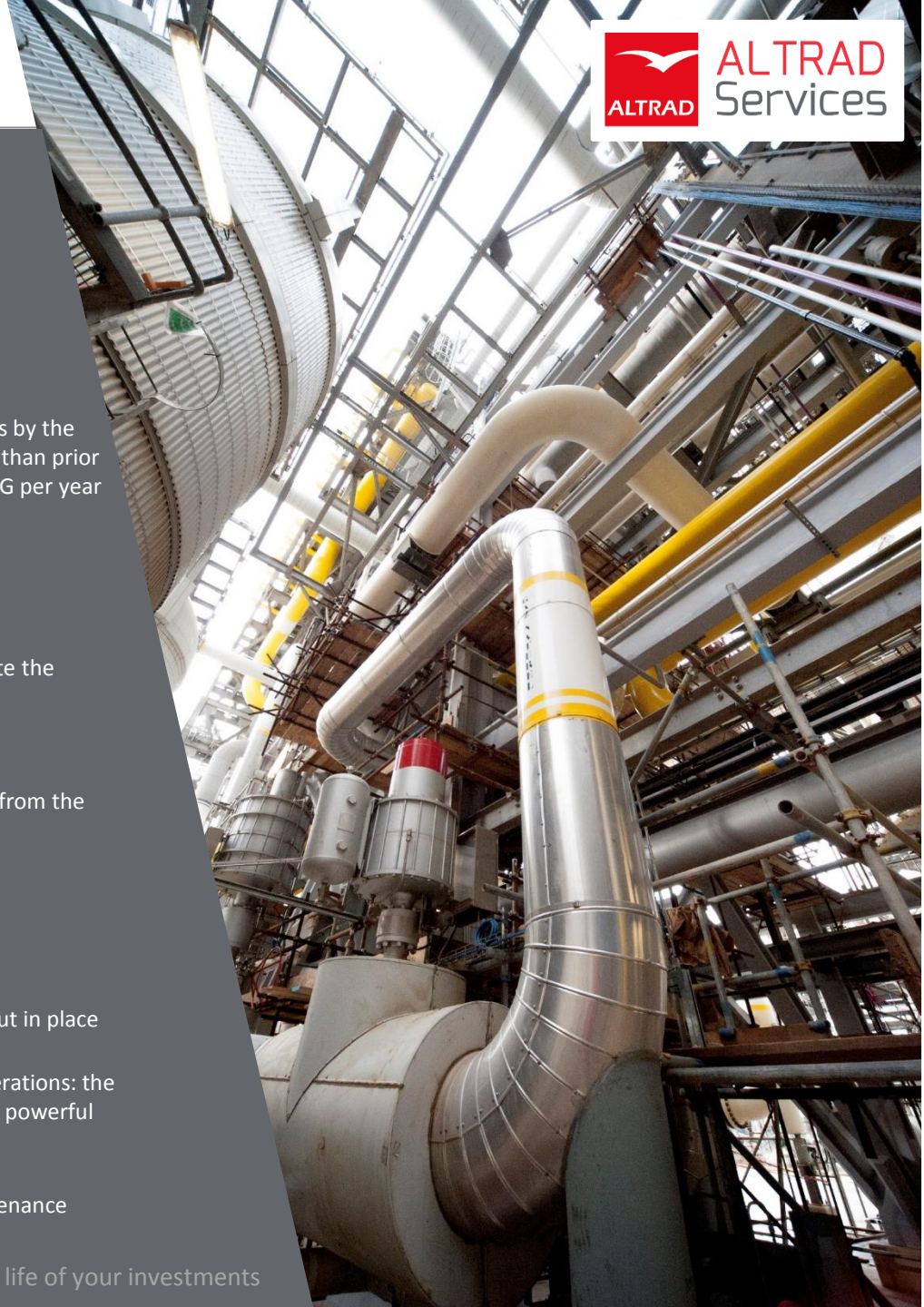
EPR - FLAMANVILLE

- **Client:**
 - Main contract with EDF (coatings upon concrete surfaces)
 - Other clients for coatings applied upon material and equipment: Alstom, Endel, Ponticelli, Fives Nordon, Otis, Iberdrola, etc.
- **Market:** Power Generation (Nuclear)
- **Scope:**
 - For the construction of its 3rd generation nuclear reactor based in Flamanville, EDF selected Prezioso Linjebygg for all coating operations
 - Our activity on the project mainly involved: coatings of all buildings, and more specifically coating of concrete (walls, ceilings and floors), as well as materials and equipment + Scaffolding & Passive Fire Protection assignments
- **Key-figures:**
 - Contract size: €80M
 - Mobilisation of significant resources: 150 operators in painting, 30 others for scaffolding and confinement, and 50 people for the "nuclear cleaning" activity
- **Major dates:**
 - Prezioso has been present on the EPR site since 2007
 - Our activity began slowly in December 2007
 - Because of the complexity of the project, the objective of initial marketable production is set for 2018-2020 / Prezioso Linjebygg is now continuing at a growing pace
- **Key features:**
 - Extremely complex project management
 - Crucial stakes such as simultaneous operations and compulsory planning gains
 - Extremely high level of requirement and excellence, both in terms of construction quality, but also in terms of safety
 - Participation in local economic development: training sessions for about 120 trainees-candidates through a partnership with EDF, Pôle Emploi and the Regional Council of Basse Normandie



SKIKDA LNG

- **Client:** Sonatrach / KBR (Kellogg Brown & Root)
- **Market:** Oil & Gas
- **Scope:**
 - High production capacity project with the replacement of 3 train units by the construction of one single 'mega-train', more efficient, solid and safe than prior infrastructures, with an expected production of 4.5 million tons of LNG per year
 - Passive Fire Protection / Insulation / Painting operations
- **Key figures:**
 - Contract size: €36M
 - More than 2 million hours of work for PREZIOSO Linjebygg to complete the project
 - Prezioso Linjebygg's ability to mobilise personnel on a large scale:
 - Number of Algerian employees (900 workers)
 - The project also required larger teams: management personnel from the Philippines (30 supervisors) + Indonesian workers (300)
- **Major dates:** From 2009 to 2013
- **Key-features:**
 - Exemplarity in the field of Safety: all the preventive measures were put in place and no accident occurred during this project
 - Passive fire protection works, followed by insulation and painting operations: the focus was on reinforced acoustic protection, the implementation of a powerful anti-corrosion system and specific protection to face the mechanical requirements of this type of facility
 - Also note the need to lighten the lagging materials to facilitate maintenance work



DUNKERQUE LNG

- **Client:**
 - EDF (final client),
 - TS LNG - Techint (It) & Sener (Sp)
- **Market:** Oil & Gas
- **Scope:**
 - Construction of an LNG terminal in the avant-port West of Dunkerque
 - Main assignment: pre-insulation work on the gas receiving pipes, on the jetty
 - Other services provided: scaffolding, painting
- **Key-figures:**
 - Contract size: €35M
 - An average of 100 operators
- **Major dates:** From 2013 to 2016
- **Key-features:**
 - Construction of a dedicated workshop for the pre-insulation part
 - Participation in local economic development: training sessions for about 15 trainees-candidates through a partnership with the local authorities, Pôle Emploi and EDF



Major clients

