
Brunel
Brunel AGM 2024
“To the next level“
Amsterdam, May 16

Brunel

Our culture

We are proud of our culture at Brunel.

We are explorers, developers and entrepreneurs in the spirit of our namesake Isambard Kingdom Brunel. We are people from many nations, working around the globe, united by our pursuit of quality, by mutual appreciation and by our values:

Entrepreneurship

Integrity

Results-driven

Passion for people









Our purpose



Why do we do it?

We are a recognised leader in customised workforce and project solutions. By connecting our specialists to pioneering projects, we empower our clients to lead the way in industry transformations, working with them to create a better future for people and the planet.

Our ESG commitment

Our environmental commitment
Build a better planet for our future professionals

Our social commitment
Build a better future for professionals

Responsible governance
Integrity and compliance define our leadership style

Brunel

Well underway with phase 5 since we started in 2021

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
1975 - 1990	1990 - 2005	2005 - 2014	2015 - 2020	2021 - Today
Start-up and ramp-up	**Creating a global infrastructure**	**'Follow-the-client' growth strategy**	**Transition driving group agility and operational discipline**	**Momentum: post-pandemic profitable growth acceleration**
▪ Founded in 1975 in Delft (NL) by Jan Brand ▪ Growth in Netherlands and Belgium	▪ Entered Germany ▪ IPO (1997) ▪ International expansion ▪ Buy & build	▪ Connect global network ▪ Oil & Gas upstream investments ▪ Megaproject focus ▪ Organic growth in Netherlands and DACH	▪ Start of diversification ▪ Standardisation (IT) ▪ Multidisciplinary ▪ Operational excellence	▪ **Diversification** ▪ **Specialisation** ▪ **Capability building** ▪ **Disciplined execution**

Brunel

Knowledge leadership in chosen verticals

Conventional Energy



Renewables



Mining



Life Sciences



How are we organised?

- Led by regional P&L with vertical organisation across
- Dedicated leaders and teams
- Shadow KPIs and P&L

How do we build success?

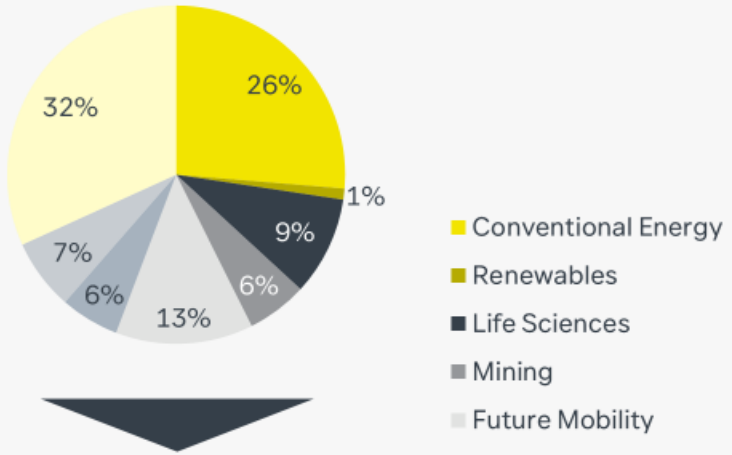
- Knowledge leadership established through marketing and upskilling
- Data-driven client selection and business development
- Tailored vertical solutions

Brunel

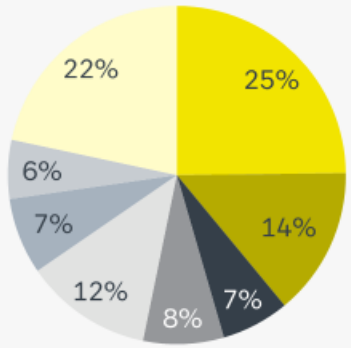
More diversified with momentum across all verticals

Vertical diversification

2020 *(Gross profit)*



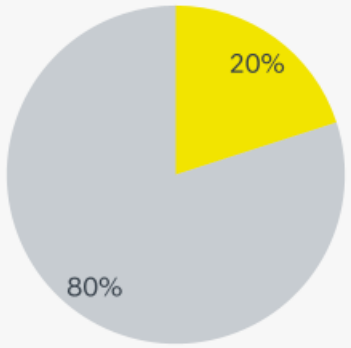
2023 *(Gross profit)*



Client distribution

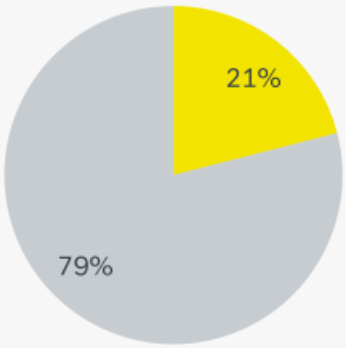
2020

Active clients: ***1,300***



2023

Active clients: ***1,500***



Top 10

Others

Brunel

Expanding our capabilities

Project & Consulting Solutions

Brunel provides custom support, an international network and local knowledge to deliver seamless project solutions.



- Project Risk Assurance
- Operational Readiness & Assurance
- Commissioning & Start-Up

Workforce Solutions

Brunel leverages advanced recruitment techniques and strategic workforce planning to streamline talent acquisition and enhance overall performance.



- Recruitment Process Outsourcing
- Permanent Placements
- Executive Search
- Employer of Record

Global Mobility Solutions

Brunel seamlessly transfers individuals, teams and even whole businesses to new locations – from the next state or region to the farthest corners of the planet.



Brunel


Talent development
Commercial strength
Industry leadership
ESG
Capabilities
Global network of specialists
Brunel differentiators
Compliance & HSE
Digital journey
Online brand & presence
Global recruitment platform
Contractor and client satisfaction
Winning team
Financial resilience

Brunel

Global network, local presence

8
Brunel hubs

45
Countries

120+
Offices



Brunel

Brunel's unique global network



Chiyoda client visit in Japan



Opening Singapore office

Brunel

Brunel's unique global network



Team visit PNG



Kick-off Brunel NL

Brunel

Global recruitment platform

Contract Validation	Candidate Client Validation	AI Profile Creation	AI Matching
Data Enrichment	Real-time Steering Information	Automated Retention	Next Best Project

CRM/ATS – Mercury

Digital Onboarding

Time & Expense, Pay, Bill

Finance and Payroll

Power BI
Business analytics

Power Apps
Application development

Power Automate
Process automation

Microsoft Dynamics 365
Business applications

Microsoft Azure

Microsoft Dataverse

OpenAI

Brunel

Brunel's Promotors

	2023	2022
Client Net Promotor Score:	**48**	50
Specialist Net Promotor Score:	**54**	52
Internal Employee Engagement:	**8**	8
Improved Diversity in Senior Management		

Brunel

Brunel Leadership Development Program

MODULE 1

AWAKEN TO THE FUTURE & ASSESS YOUR LIMITING BELIEFS

- Understand Brunel's strategy in the context of the changing world.
- Take ownership on the execution of the strategy.
- Identify your personal leadership challenges and create a personal development plan.

MODULE 2

ACCELERATE TO THE PRESENT

- Reconnect with your cohort and reflect on where you are in your leadership journey.
- Identify what it takes to bring your ambitions for the future to the current reality.
- Understanding the (financial) mechanisms that you can use in order to activate Brunel's strategy.

MODULE 3

ACTIVATE YOUR FUTURE(S)

- Understanding and leveraging the execution mechanisms of the strategy.
- Connect the Brunel capabilities to our markets and clients.
- Setting the first steps into Brunel's future with your team(s).

BLDP



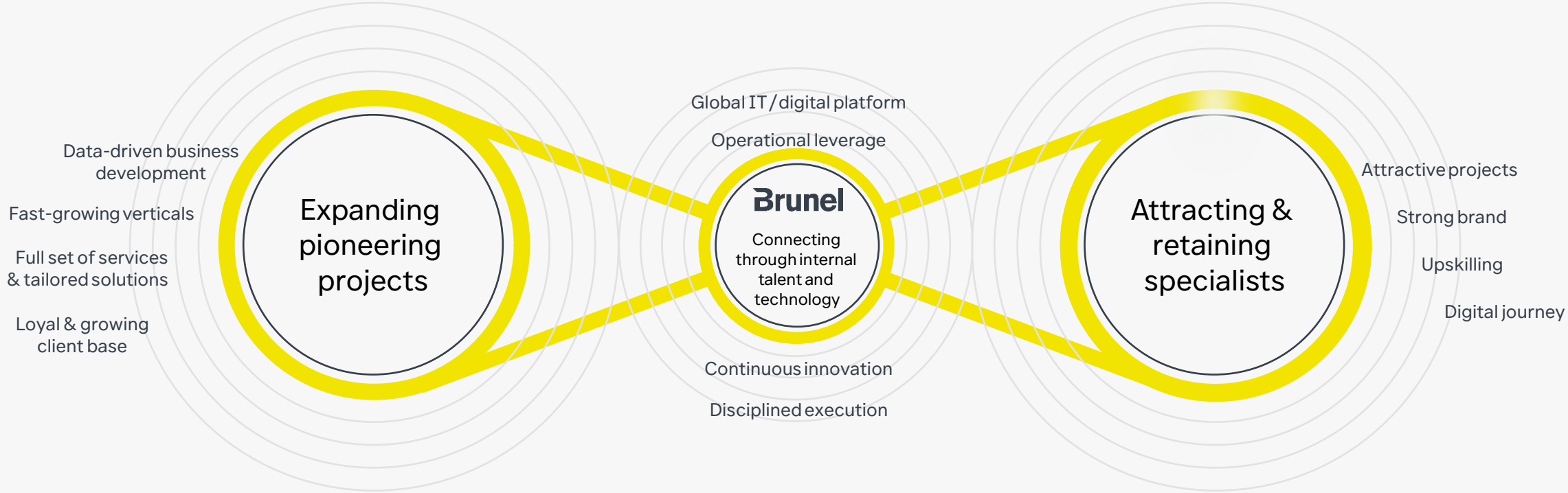
Brunel

Ready for the Next Level

Key value drivers	Diversification	Specialisation	Capability building	Disciplined execution
	▪ Scale in all our verticals ▪ Global verticals	▪ Upskilling ▪ Building communities of specialists	▪ End-to-end solutions ▪ Full product suite	▪ Compliant delivery ▪ Improved efficiency ▪ Cost control
		**On track** **Focus to reach next level**		**On track** **Focus to reach next level**

Next Level

We are **a recognised leader in customised and sustainable workforce and project solutions**.
By connecting the expertise of our specialists to pioneering projects, we empower our clients to lead the way in current and future industry transformations, creating a better future for people and planet.



Brunel

Renewed and highly experienced executive team to deliver ‘next level’



Jilko Andringa
Chief Executive Officer



Peter de Laat
Chief Financial Officer



Tania Sinibaldi
Managing Director of Operations



Jon Proctor
Managing Director of Operations



Joanita Oud
Global Head of People & Culture



Stefan de Boer
Global Head of IT & Digital

Brunel



Financial results

Financial Highlights

€ 1,331M
FY revenue up 13%, up 18% organically

€ 274M
Gross Profit up 9%, up 13% organically

20.6%
Gross margin down 0.7 ppt for the year, mainly due to a change in the mix

€ 60.9M
FY 2023 underlying EBIT up 10% organically

4.6%
Underlying EBIT%

€ 32M
FY 2023 net profit up 8%

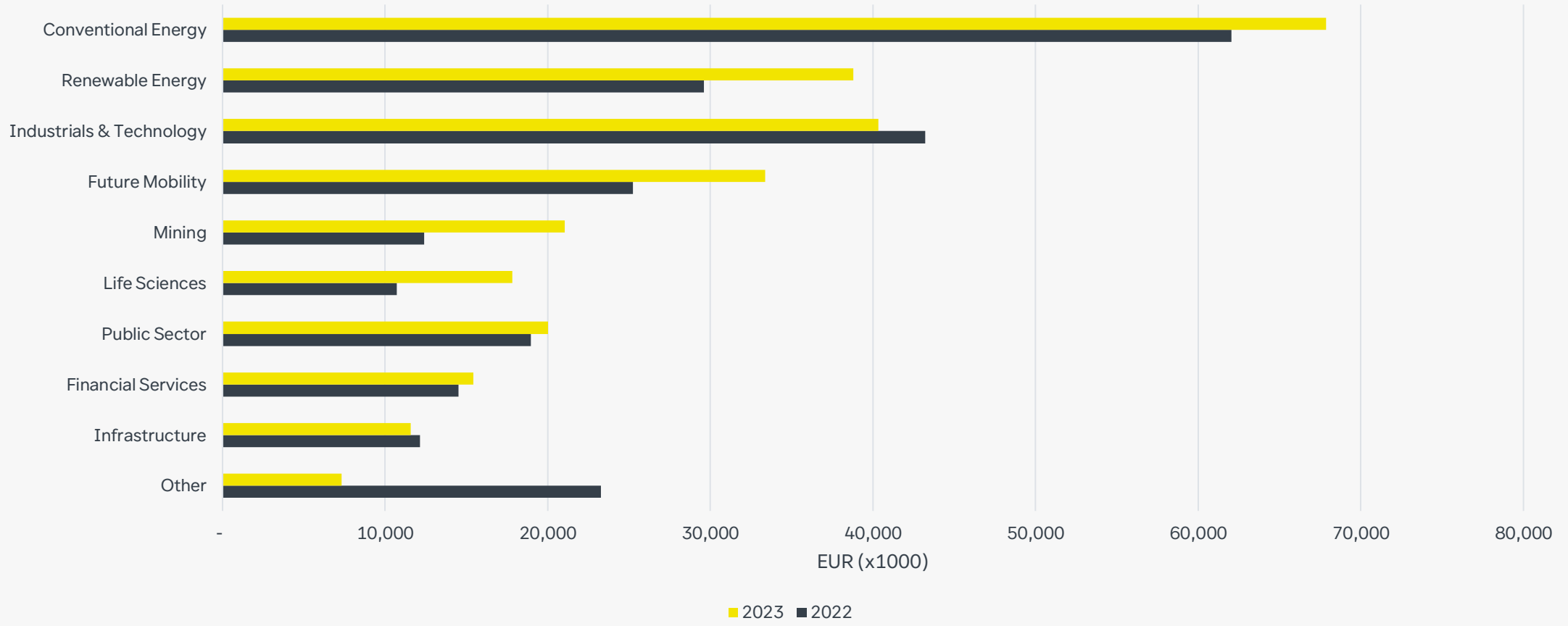
€ 0.63
FY 2023 EPS, proposed dividend of € 0.55

€ 32M
Year End Net Cash Balance

Organic change is measured by excluding the impact of currencies. acquisitions. disposals and by adjusting for working days

Brunel

Gross profit (net fees) by vertical



FY 2023 & Q1 2024 results

Revenue	Q1 2024	Q1 2023	Δ%	Organic Δ%	FY 2023	FY 2022	Δ%	Organic Δ%
DACH region	64.3	64.9	-1%	2%	249.3	229.2	9%	9%
The Netherlands	55.5	53.4	4%	6%	213.2	190.3	12%	12%
Australasia	54.7	43.5	26%	32%	192.9	161.9	19%	27%
Middle East & India	47.4	37.8	25%	28%	160.7	143.3	12%	17%
Americas	45.9	44.0	4%	6%	177.8	146.6	21%	26%
Asia	44.2	44.2	0%	5%	182.2	161.1	13%	20%
Rest of World	47.0	38.0	24%	24%	188.0	177.0	6%	20%
Eliminations	-9.6	-8.9			-33.7	-27.5		
Total	**349.2**	**316.9**	**10%**	**13%**	**1,330.5**	**1,181.8**	**13%**	**18%**

EBIT (underlying)	Q1 2024	Q1 2023	Δ%	Organic Δ%	FY 2023	FY 2022	Δ%	Organic Δ%
DACH region	6.5	8.3	-21%	3%	23.6	24.4	-3%	5%
The Netherlands	4.4	4.8	-9%	9%	16.5	16.7	-1%	4%
Australasia	1.2	0.9	25%	36%	5.3	3.3	62%	72%
Middle East & India	3.2	3.0	7%	10%	12.3	14.3	-14%	-10%
Americas	0.7	0.4	53%	74%	4.5	2.6	76%	84%
Asia	2.1	2.0	7%	17%	11.9	9.4	27%	36%
Rest of World	0.0	-0.2	82%	-180%	0.2	1.4	-86%	-12%
Unallocated	-3.8	-3.5	-9%	-9%	-13.2	-11.0	-20%	-20%
Total	**14.3**	**15.8**	**-9%**	**14%**	**61.1**	**60.9**	**0%**	**10%**

Organic change is measured by excluding the impact of currencies. acquisitions. disposals and by adjusting for working days.
All figures in EUR million unless specified otherwise.

Revenue

Organic revenue was up 18% YoY in 2023. Reported revenue was up 13% YoY, with negative impact from the number of working days and FX conversion.

Gross profit

Organic gross profit was up 13% YoY in 2023. Reported gross profit was up 9% YoY. The gross margin decreased with 7 ppt. to 20.6%, mainly as a result of a change in the mix due to stronger growth in regions with a relatively lower gross margin.

Underlying EBIT

Organic underlying EBIT was up 10% YoY in 2023. Working days and FX had a negative impact of EUR 3.4 million and EUR 1.8 million respectively, as a result, reported EBIT was stable.

One-off costs

The one-off costs amount to EUR 4.8 million in 2023 (2022: zero) and mainly relate to restructuring costs.

Brunel

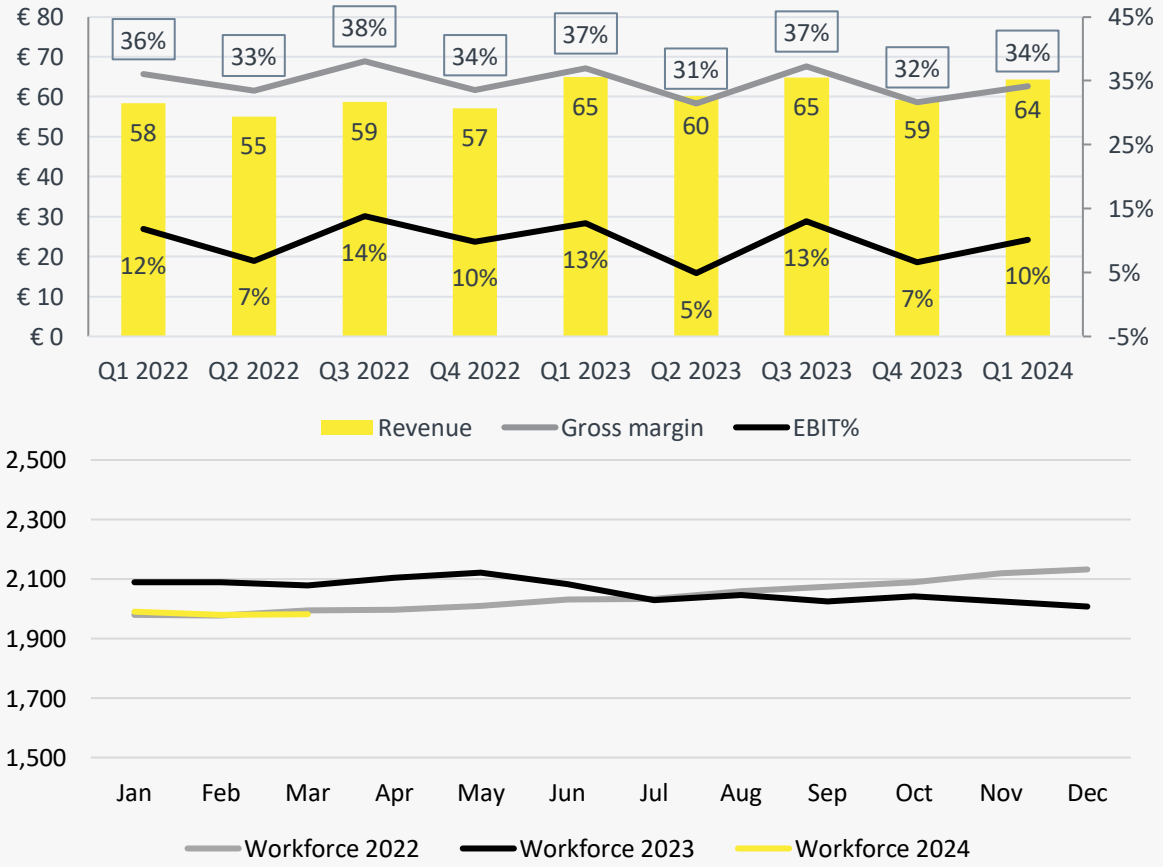
Multi Year Development – Conversion Ratio

	Q1 2024	2023	2022	2021	2020	2019	2018	2017	2016
Australasia	21.8%	25.9%	20.1%	6.5%	1.8%	-16.4%	-8.2%	-0.1%	23.2%
Asia	30.0%	38.5%	39.7%	18.3%	2.4%	-10.8%	-24.9%	-15.0%	3.2%
Middle East & India	55.2%	54.4%	59.6%	55.2%	50.7%	53.0%	51.3%	25.4%	30.5%
Europe & Africa	36.0%	39.0%	34.2%	38.5%	32.6%	29.5%	4.6%	-32.4%	-98.8%
Americas	11.3%	18.3%	13.0%	3.8%	-20.7%	-6.1%	-12.3%	-50.7%	-31.3%
DACH region	29.5%	27.5%	30.1%	30.6%	22.7%	29.3%	29.0%	27.4%	31.6%
Netherlands	31.0%	29.1%	29.9%	31.0%	23.0%	17.4%	18.7%	19.8%	23.7%
Taylor Hopkinson (excl. acquisition cost)	2.1%	-2.0%	25.0%						
Group	**20.7%[1]**	**22.3%**	**24.1%**	**22.6%**	**15.1%**	**18.0%**	**17.6%**	**10.4%**	**14.3%**
Group (excl. acquisition cost)	**22.2%[2]**	**23.2%**	**26.4%**	**22.6%**	**15.1%**	**18.0%**	**17.6%**	**10.4%**	**14.3%**

1 24.5% organically
2 26.0% organically

DACH Region

Germany, Austria, Switzerland, Czech Republic



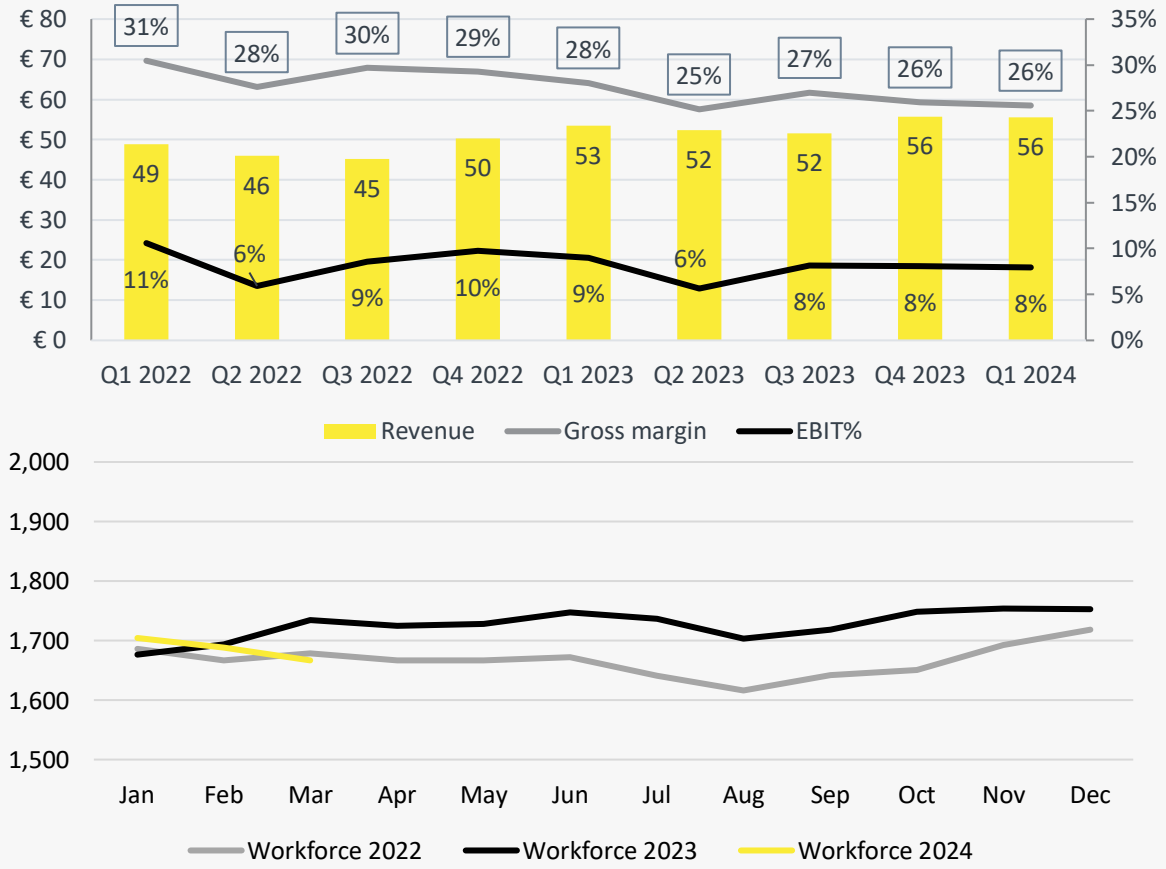
FY 2023

- Headcount at year-end 2023 was 2,008 (2022: 2,133).
- The year-on-year decrease in gross margin is the result of the lower productivity level.
- Operating costs increased , amongst others as a result of inflation.
- We have taken actions in Q4 to adjust our organization to the current activity level in order to return to EBIT growth in the course of 2024.

Q1 2024

- Revenue per working day in DACH increased by 2%. The gross margin adjusted for working days improved to 37.3% in Q1 2024 (Q1 2023: 37.0%).
- Despite the challenging conditions in part of our markets, we continue to see high activity levels, both on the client side, as well as the candidate side, supported by our focus on the right markets.

The Netherlands



FY 2023

- Headcount as at year-end 2023 was 1,753 (2022: 1,718).
- Revenue increased as a result of higher headcount and rate, slightly offset by a lower productivity due to a higher bench.
- Gross margin decreased as a result of the ongoing inflation on the compensation of our specialists, which we can only partly pass on.
- Operating costs remain under control. The decrease in EBIT compared to 2022 is the result of one less working day (impact EUR 0.6 million).

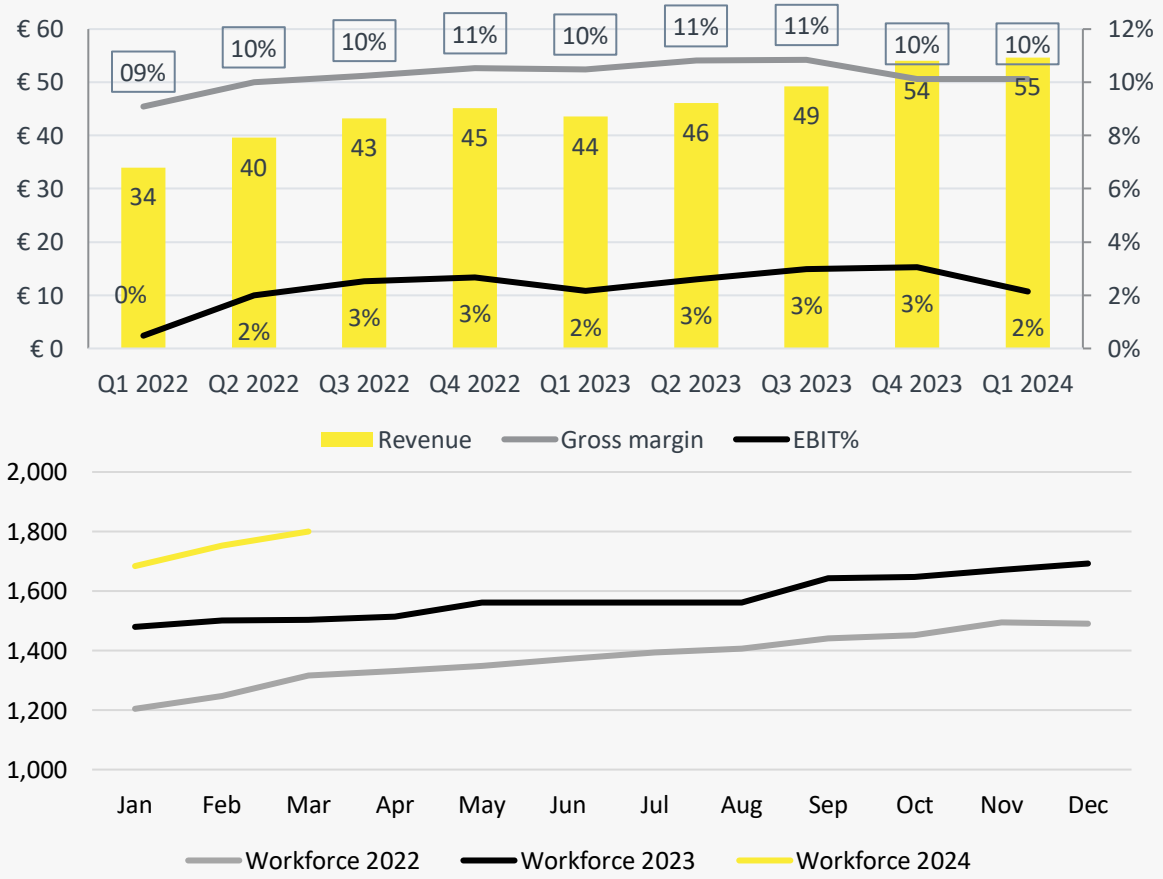
Q1 2024

- Revenue per working day increased by 6%. The increase was mainly the result of higher rates, partially offset by the lower headcount and a lower productivity.
- The business line Legal continues to be the major driver of the growth.
- The gross margin adjusted for working days was 27.3% in Q1 2024 (Q1 2023: 28.1%).

Brunel

Australasia

Australia, Papua New Guinea



FY 2023

- Headcount as at year-end 2023 was 1,692 (2022: 1,491).
- The strong performance continued in Australasia, especially in mining and conventional energy. Leveraging the growth is resulting in an increased conversion and increased profitability.
- We have joined forces with the small expert team of Advance Careers, a boutique agency specialized in energy and sustainability recruitment. Advance Careers' existing staff, clients and contracts are incorporated into Brunel from January 2024.

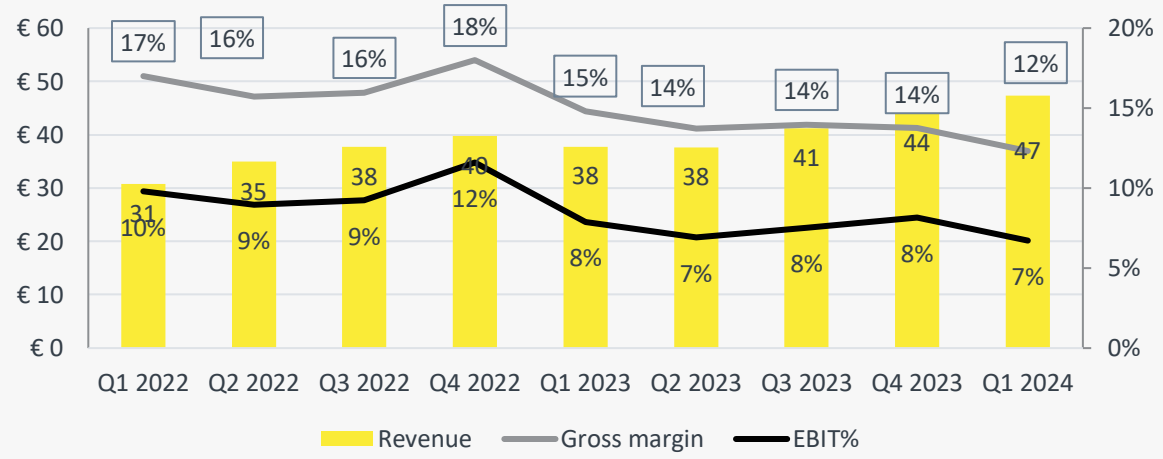
Q1 2024

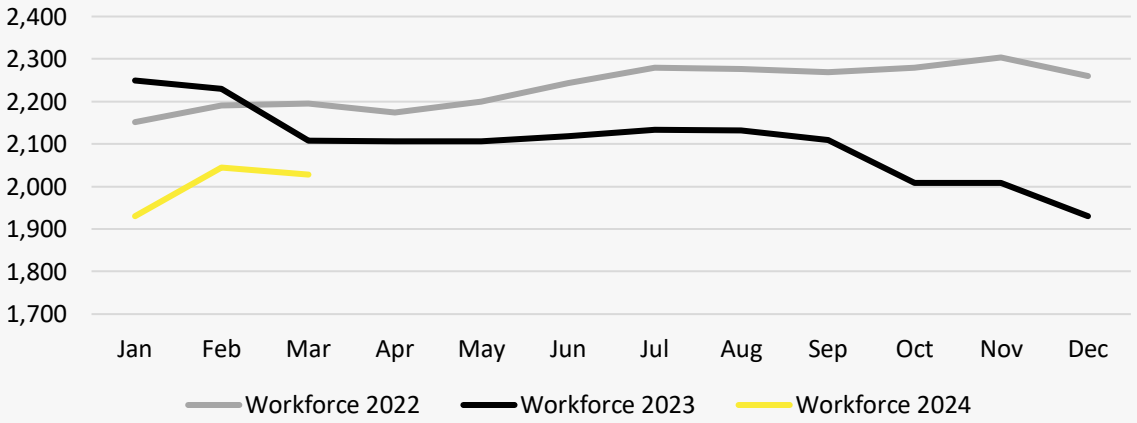
- Our robust performance in conventional energy and mining sectors has sustained our growth momentum. The conversion ratio improved further as we leveraged this growth.
- The decline in gross margin was primarily due to a change in our client mix.
- Operating costs increased as we geared up to support the high growth.

Brunel

Middle East & India

Qatar, Dubai, Kuwait, Iraq, India





FY 2023

- Headcount as at year-end 2023 was 1,930 (2022: 2,260).
- The outlook for the region remains very promising, especially the activities on yards for construction in Dubai,
- The project in which we experienced a delay earlier in 2023, started in 2024.
- Gross margin decreased as a result of a change in the project mix and the completion of a higher margin projects.
- The region continues to deliver an outstanding conversion and strong profitability.

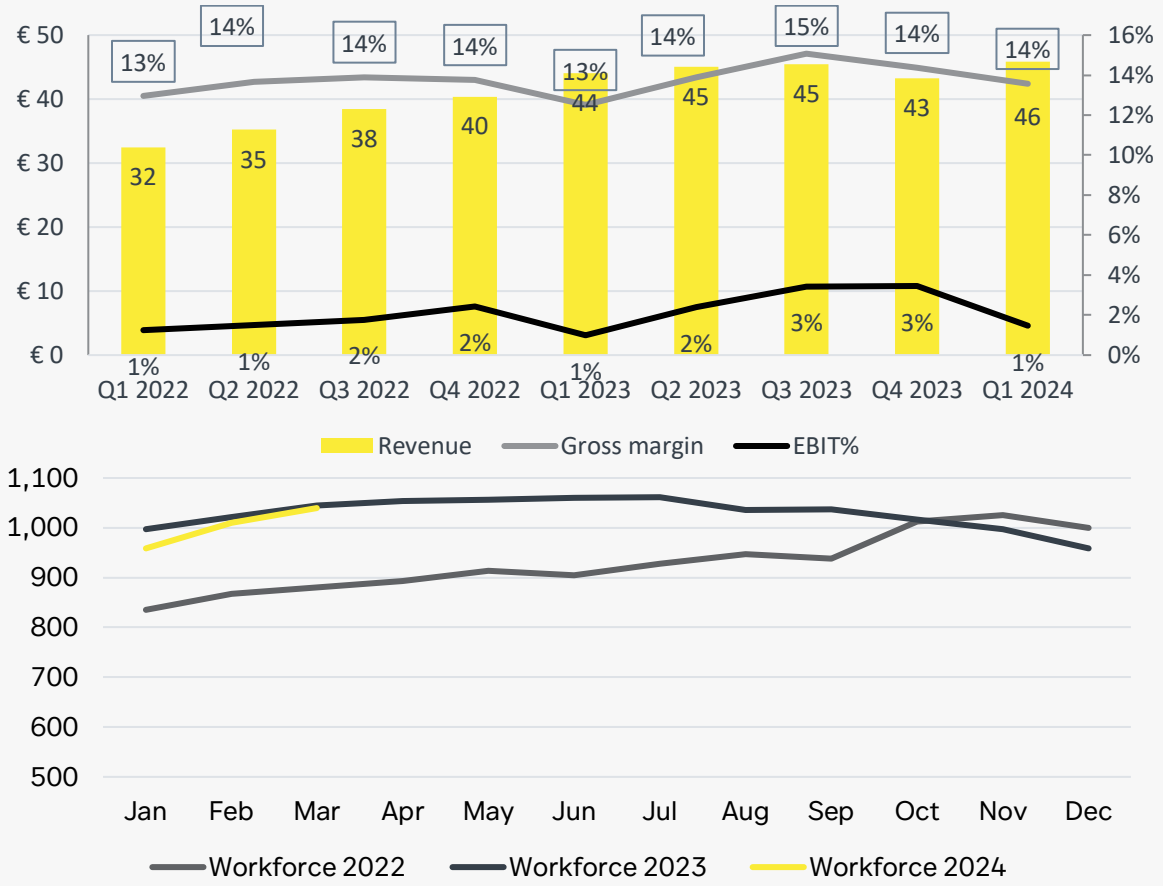
Q1 2024

- The growth in this region was mainly driven by our activities on the fabrication yards in Dubai and the successful completion of one of the projects in this quarter.
- Qatar continues to be a consistent and robust contributor to the region's performance.
- Maintaining operating costs at a constant level resulted in an improved conversion ratio.

Brunel

Americas

Canada, USA. Mexico,Guyana, Brazil, Surinam



FY 2023

- Headcount as at year-end 2023 was 958 (2022: 999).
- We continue to see strong growth in almost all countries, leading to a revenue growth of 21%, or 26% organically.
- The growth is mainly driven by new projects started in conventional energy, renewables and mining.

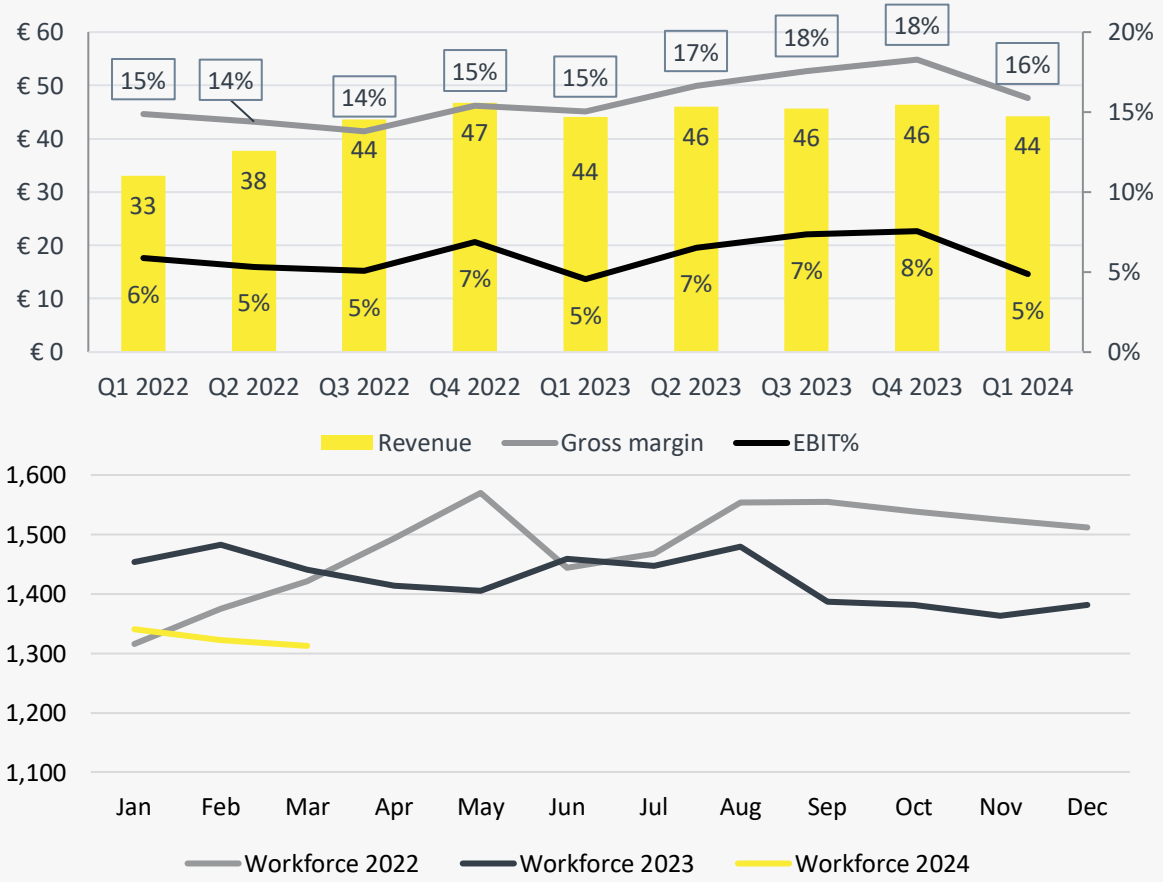
Q1 2024

- We continued to grow in our main market in USA and Canada in conventional energy and mining.
- The market for permanent placements in USA has experienced rapid expansion. giving a boost to the gross margin and enhancing the conversion ratio.

Brunel

Asia

Singapore, China, Hong Kong, South Korea, Taiwan, Japan, Indonesia, Thailand, Malaysia



FY 2023

- Headcount as at year-end 2023 was 1,381 (2022: 1,511).
- The strong trend in mining in Indonesia and at fabrication yards in China continued, resulting in increased gross margins, conversion and profitability. This region is benefitting significantly from our position in renewable energy and achieving fast growth in yard construction projects in this vertical.

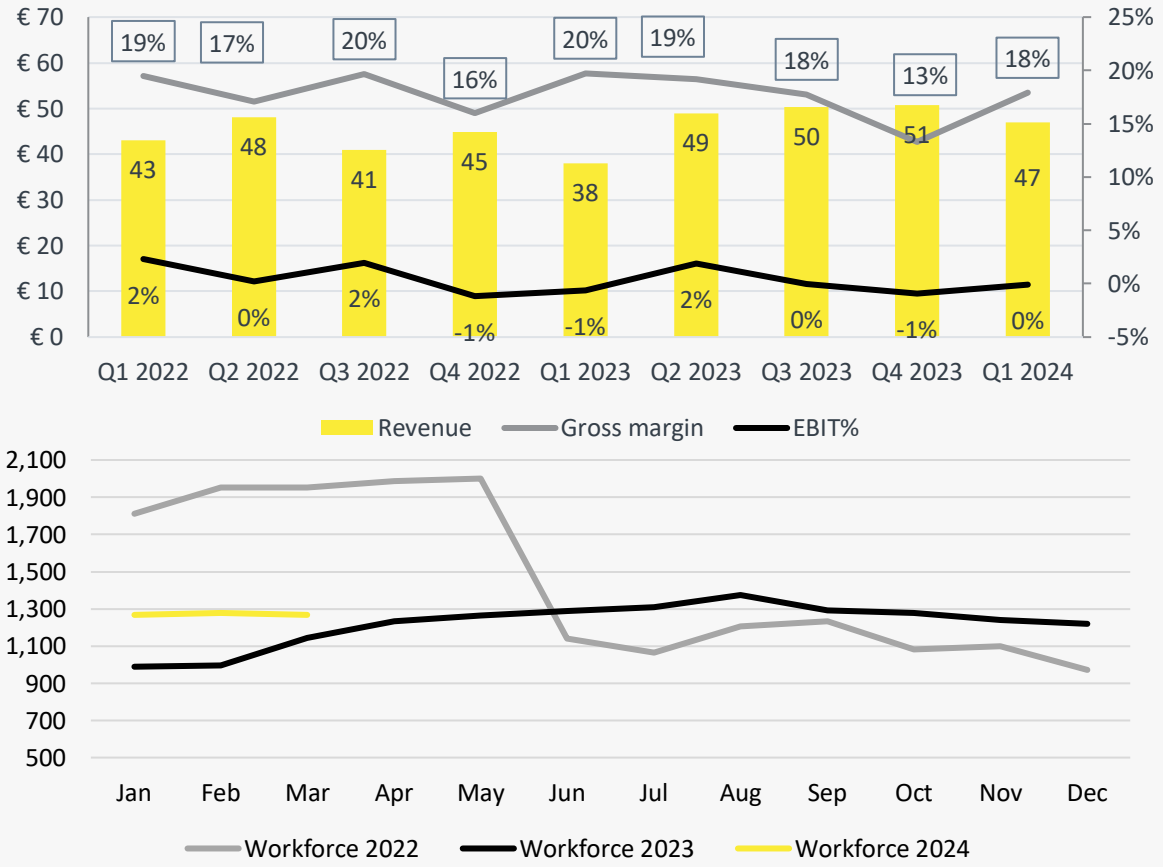
Q1 2024

- The sustained robust performance of our fabrication yards in Indonesia and China has been the main driver of regional success.
- Singapore trailed behind due to slower than expected progress of a major project in yards.
- A favorable shift in our client mix led to a further improvement in gross profit.

Brunel

Rest of World

Europe & Africa, Belgium, Taylor Hopkinson, Russia & Casian (up to May 2022)



FY 2023

- Headcount as at year-end 2023 was 1,246 (2022: 1,051). The drop visible in June 2022 is almost fully due to the disposal of Russia.
- Despite the challenging market circumstances, especially for permanent placements during the second half of 2023, Taylor Hopkinson continued to achieve revenue growth.
- We are seeing the first signs of a slow recovery in the perm market for Taylor Hopkinson. Due to the lower activity level, we have reduced the estimated liability related to the earn out for the remaining shares.

Q1 2024

- Taylor Hopkinson continued strong growth in the contracting market. where we engage specialists to support our clients.
- The market for permanent placements in the offshore wind industry started to recover rapidly. and revenue for perm fees almost returned to the level of Q1 2023.
- The gross margin slightly decreased due to the faster growth in contracting compared to perm placements.

Brunel

Brunel International

(in € million)		Q1	Q2	Q3	Q4	FY		Q1
Revenue	**2023**	317	328	342	344	1,331	**2024**	349
	2022	275	289	302	316	1,182	**2023**	317
	Δ YoY	15%	13%	13%	9%	13%	**Δ YoY**	10%
Gross profit	**2023**	69	66	73	66	274	**2024**	69
	2022	62	59	66	66	252	**2023**	69
	Δ YoY	11%	11%	11%	1%	9%	**Δ YoY**	1%
Gross margin	**2023**	21.7%	20.0%	21.4%	19.2%	20.6%	**2024**	19.8%
	2022	22.5%	20.4%	21.7%	20.8%	21.3%	**2023**	21.7%
Operating expenses	**2023**	53	55	54	51	212	**2024**	55
	2022	46	49	48	48	191	**2023**	53
	Δ YoY	15%	11%	12%	6%	11%	**Δ YoY**	4%
EBIT (underlying)	**2023**	16	11	19	16	61	**2024**	14
	2022	16	10	17	18	61	**2023**	16
	Δ YoY	1%	10%	8%	-13%	0%	**Δ YoY**	-9%
EBIT%	**2023**	5.0%	3.4%	5.5%	4.5%	4.6%	**2024**	4.1%
	2022	5.7%	3.5%	5.8%	5.6%	5.2%	**2023**	5.0%

Organic growth rates (YoY):								
Revenue		18%	20%	21%	14%	18%		13%
Gross profit		11%	17%	19%	6%	13%		6%
EBIT		-9%	25%	27%	3%	10%		14%

Brunel

Balance sheet

(in € million)	31 Dec 2023	31 Dec 2022
Non-current assets	147.7	153.5
Current assets	373.4	312.7
Cash & cash equivalents	90.2	80.9
Total assets	**611.3**	**547.1**
Group equity	312.5	317.8
Non-current liabilities	120.1	73.6
Current liabilities	178.7	155.7
Total liabilities & equity	**611.3**	**547.1**

The net cash balance at 31 December 2023 is EUR 31.8 million (EUR 77.8 million per 31 December 2022).

The decrease in net cash is mainly the result of the increase in working capital as a result of our revenue growth, combined with a slight delay in collection.

We propose a dividend of EUR 0.55 per share over the 2023 financial year (2022: EUR 0.55 per share), which represents a pay-out ratio of 87%.

Capital Allocation

Net cash position 31 December 2023: EUR 32 million

Capital allocation – cash to be used for:

- Working capital to support day to day business
- Autonomous growth
- Facilitate pay out of dividend in line with policy (60% - 100% pay out)
- Restricted cash tied up in contracts
- M&A activities: not limited to cash, as we have overdraft facilities and additional borrowing capacity

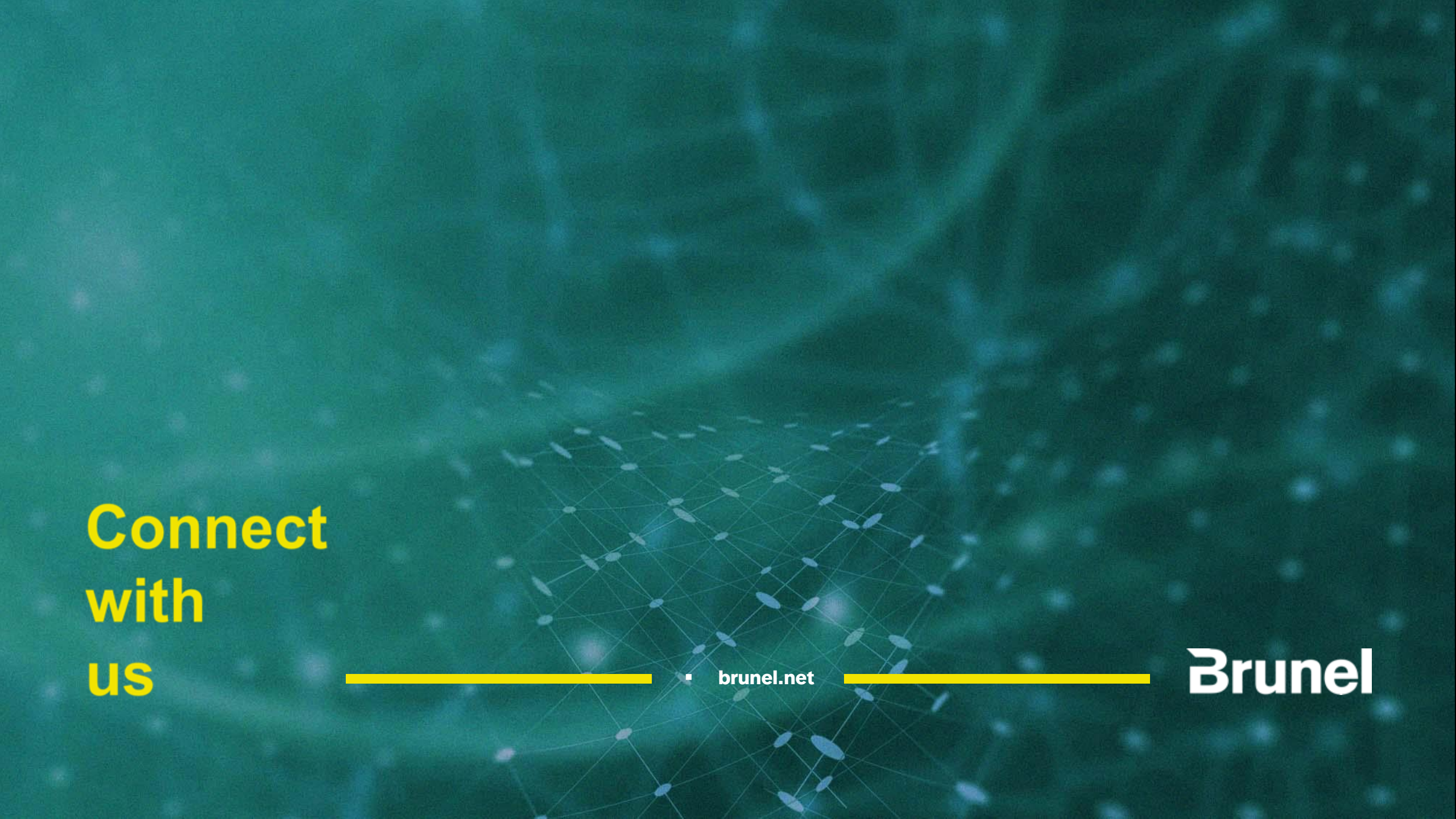
Organizational changes

New role Tom Hopkinson and settlement

- Tom Hopkinson moved into a global advisory role, focussing on sharing industry expertise across the entire business, extending professional networks and industry relationships and developing our brand.
- Earlier exercise of the put and call option on the shares in Taylor Hopkinson (20%) he still owned. This has been settled in Q1 2024, instead of Q1 2025 as was initially agreed.

Investor relations

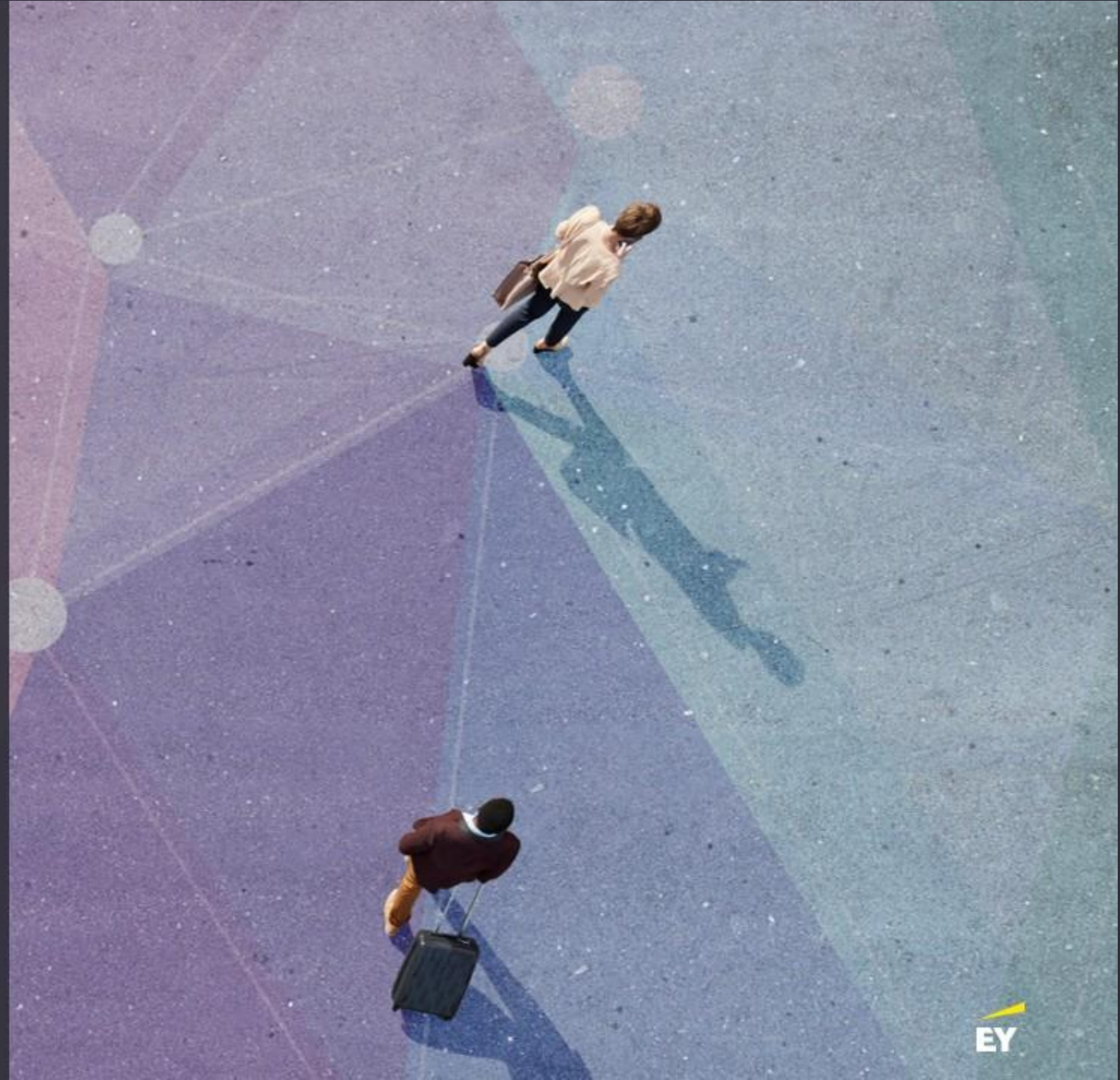
- Search ongoing, promising long list of interested candidates.
- Selection expected in June.


Connect
with
us
brunel.net
Brunel

Annual General Meeting Brunel International N.V.

Audit financial statements 2023
Ernst & Young Accountants LLP

16 May 2024



Agenda

1. **Introduction and transition**
2. **Audit approach – scope, strategy & execution and conclusion**
3. **Communication and interaction**
4. **Audit plan 2024**

Introduction and transition

Introduction

Transition

Getting to know Brunel

- Strategy
- Global organization
- Culture and values
- Risks, risk management and control systems





Audit approach

Scope

Consolidated and company financial statements

Annual Report, including Report from the Board of Directors:

- Risk management and governance
- Non financial information
- Remuneration report

Strategy/Execution

Responsibilities

Teaming

- Core team and component teams
- Specialists

Materiality

Risk assessment

Going concern

Fraud and non-compliance laws & regulations

Cyber risks

ESG – Climate risks

Conclusion

Audit procedures

- Key Audit Matters
  - Improper revenue recognition
  - Valuation of trade accounts receivables
  - Non-compliance with laws and regulations relating to temporary employment
- Estimates
- Significant audit differences

Report from the Board of Directors

Our opinion

- Unqualified opinion financial statements
- No material inconsistencies / in alignment with laws & regulations

Communication

Communication and interaction

Our reports

- Audit plan
- Management letter
- Audit result report
- Independent auditor’s report

Meetings and interactions with the Board of Directors, Supervisory Board and Audit Committee

The way we interact with these bodies and committees

- Frequency
- Cultural aspects

Audit plan 2024

Subject to our appointment as external auditor for 2024 (agenda item 12)

Refinement of our audit approach – no significant changes anticipated

Implementation of the CSRD/ESRS based disclosure requirements from 2024

Annual General Meeting
Brunel International N.V

