

**MERMAID OFFSHORE SERVICES LTD.**  
***GLOBAL AIMS AND STRATEGIES IN CHALLENGING TIMES***  
Management Presentation, Pareto Global Energy Conference  
*11 March 2010, Singapore*

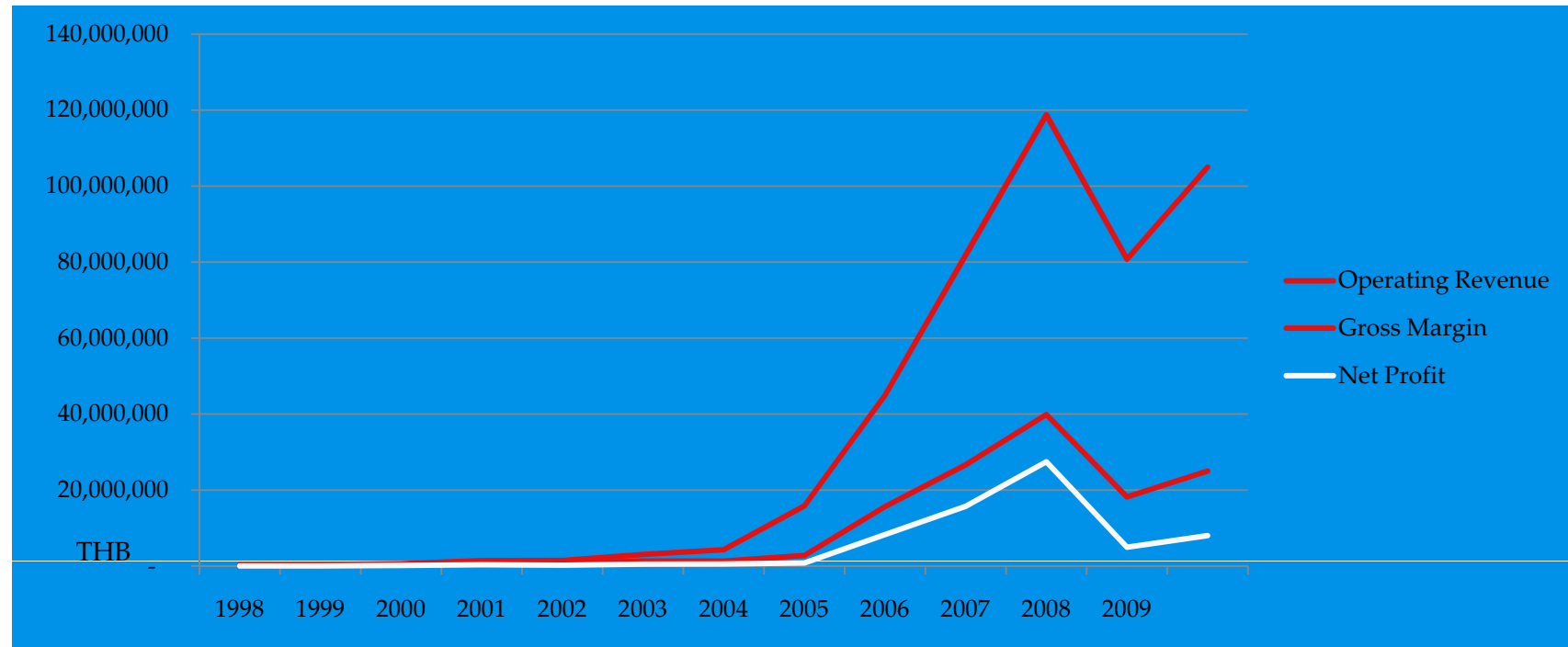


**Mermaid Offshore Services Ltd. is a wholly owned subsidiary of  
Mermaid Maritime Public Company Limited,  
a company listed on the Singapore Stock Exchange**





# Mermaid Offshore Services Ltd.



Mermaid Offshore Services (MOS), has had a period of rapid but sustained growth over a 10 year period with good annual improvement until 'the crisis'. Whilst this is undoubtedly a challenging time, it is also one of opportunity .....

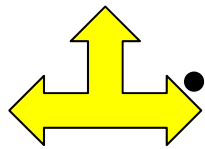


# Rationale on Growth

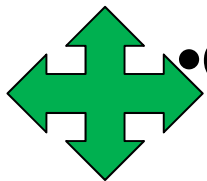


It can be seen that the geographical growth in areas of operation coincides with the increase in revenue. MOS operates in a niche market and has built up a dominant position in its areas of operation within the confines of equipment and personnel availability.

Growth has been directed in two key areas:



- **Diversification and increase in the type of services offered**



- **Geographic expansion**

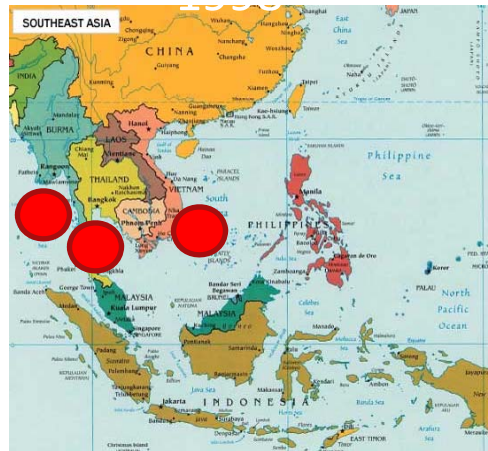




# Growth to Date (Geographic)



1988



2003

*Areas of operation*



2010



# Maintaining Geographical Growth



MOS operated offshore services exclusively in Thailand until 1998. From that time, a controlled geographic expansion has taken place, supported by agency agreements, and strategic partnerships with local companies.



To date MOS has carried out subsea projects in 15 different countries, this number is currently increasing by approximately 3 per year.





# Support of Geographical Growth

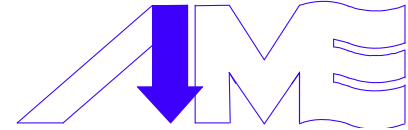


## Geographical growth has been supported by a number of strategic alliances and acquisitions:

2007 ~ Seascope Surveys ~ 80% owned subsidiary, primary base in Indonesia with necessary operating licenses and compliance with local content issues



2007 ~ AME ~ 23% owned affiliate offering opportunities in difficult Malaysian contracting market



2008 ~ Subtech ~ Strategic alliance in Middle East market through Subtech Qatari entity, planned acquisition of this company in 2010



2010 ~ KD Marine ~ Strategic alliance allowing penetration into the UK and North Sea market







# Increase in Range of Services Offered



A number of key services have been added and grown since 2003, these have allowed a 'turnkey service to be offered 'in-house'

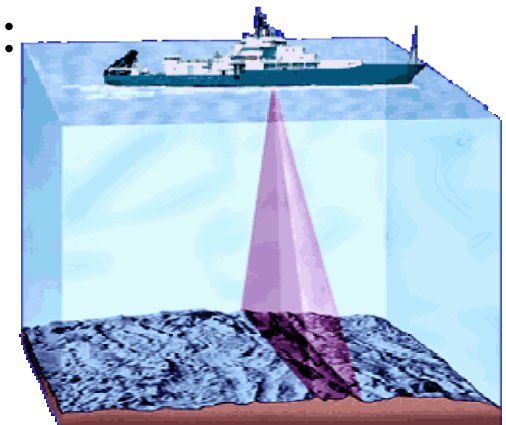
## Vessels:



## ROV's:



## Survey:




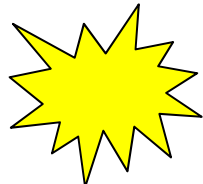
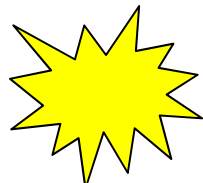


# Beating the Recession



## ~ A Time of Opportunity

MOS has used the economic downturn to benefit from its financial strength in realising opportunities created as a result of this downturn. Principal opportunities realised include:

- Increasing ROV capabilities 
- Increasing Fleet through vessel acquisition 
- Increasing M & A activities 





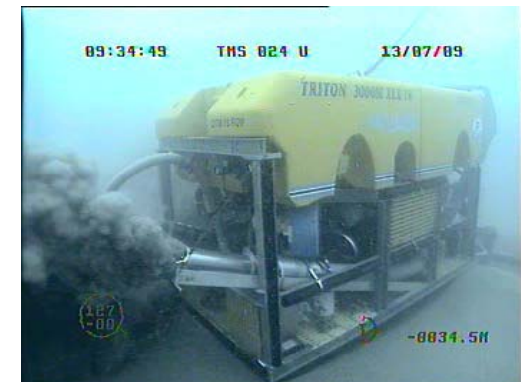
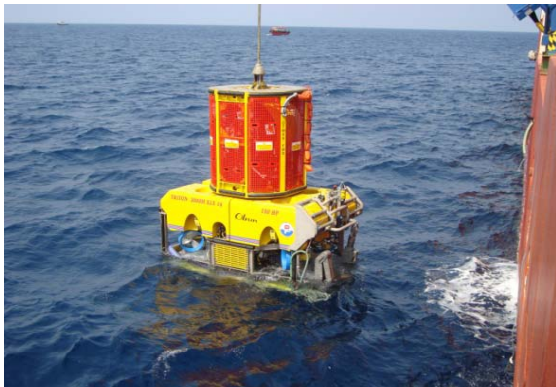
# ROV Assets



## ~ fast tracking ultra deepwater capability

The purchase of 2 x 3000 meter rated Triton XLX systems took place in mid 2009, one was on contract and provided immediate revenue from projects in India and the UK. The second was received direct from the manufacturer. Both systems were purchased for approximately half of true cost.

Whilst MOS has been growing its ROV capability since 2003, this move represents a step change in terms of expanding these capabilities.





## Vessel Asset #1 – Mermaid Asiana



The Mermaid Asiana had been taken on as a project prior to listing in 2007 and was taken on long term charter from an SPV. During the downturn MOS purchased these SPV shares at reasonable pricing and also bought out the vessel management contract allowing greater control of the asset at known pricing, substantially lower than the contracted charter rate. The vessel was built in Singapore and delivered in February 2010.





## Vessel Asset #2 – Mermaid Endurer



The Mermaid Endurer was purchased as a distressed sale at what MOS believe to be reasonably below market value. The vessel is being built by Bergen yards in Norway for delivery in mid of this year 2010. The high specification of both vessel and dive system position it for penetration into the European market.







## Vessel Asset #3 – Team Siam



Team Siam is a vessel well known to MOS and has been chartered since 2005 and used as a DSV and ROV support vessel utilising MOS assets. The vessel has spearheaded MOS penetration into the Middle Eastern market. Purchase of the vessel allows MOS to carry out cost effective upgrades enhancing the vessels marketability that would not have been feasible under charter, provides guaranteed access to the vessel and dramatically reduces daily costs when compared with charter rates.







# Geographical Expansion



The planned purchase of Subtech provides a stable and established vehicle for Middle East operations, retention of the management team with extensive local knowledge, experience and proven capabilities enabling MOS to 'hit the ground running'.





# Conclusion



- ★ MOS has enjoyed rapid growth over a period of 15 years.
- ★ The company has grown its scope of services, through a strong asset base and controlled global expansion.
- ★ Current trading conditions challenge us to maintain a competitive advantage.
- ★ The downturn has provided opportunities to build for the future and position ourselves for expected upturn in the latter half of 2010 / 2011.

Thank you