



Mermaid Maritime Plc.

Corporate Presentation

J.P. Morgan Asia Rising Dragons Forum 2014

8 May 2014 (Hong Kong) & 12-13 May 2014 (Tokyo)

Delivering a world class service to the region from within the region



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Agenda

- 1. Mermaid Business Overview**
- 2. Market Outlook**
- 3. Subsea Services**
- 4. Drilling Services**
- 5. Financial Review & Order Book**
- 6. New Assets & Summary**



Agenda

1. Mermaid Business Overview



Who We Are & Our Leadership

We are one of the world's largest oil and gas diving services companies



☑ A leading international specialist subsea and drilling services company listed on the Singapore Stock Exchange.

☑ Owner and operator of a diversified portfolio of subsea vessels and drilling rigs providing a complete suite of turnkey services.

☑ Quality customer base and significant contract backlog providing earnings visibility.

☑ Excellent operational performance and proven track record with further opportunities for growth.



Mr. Prasert Bunsumpun
Chairman of the Board

Over 30 years experience in the offshore oil and gas industry.

Distinguished career includes CEO of PTT Plc. and Chairman of PTT Exploration and Production Plc., Thailand's national oil and gas company.



Mr. Chalermchai Mahagitsiri
Executive Vice Chairman & Chief Executive Officer

CEO of family holdings PM Groups Co. Ltd.

Proven track record of successfully managing and growing a variety of businesses including coffee, steel, copper, shipping, media, entertainment, resorts and golf courses.



Mermaid Business Summary



30
years since Mermaid
Maritime's
establishment



5
regions which
Mermaid
operates



1000+
skilled divers, crew,
technicians, support
service providers &
management

SUBSEA BUSINESS



15
subsea vessels*



5 + 12
saturation and air
diving systems



18
remotely
operated vehicles



* Includes 1 subsea vessel under construction
and 7 subsea vessels on charter-in or control

DRILLING BUSINESS



4
tender rigs**



3
high-spec
jack-ups***

** Includes 2 tender rigs under
construction

*** 33.76% ownership through
Asia Offshore Drilling Limited

Subsea
inspection,
repair and
maintenance

Subsea
infrastructure
installation
support

Subsea
remotely
operated
vehicle support

Subsea
emergency
callout &
salvage

Subsea
cable
laying

Accommodation
rig services

Offshore drilling
and work over
services



Mermaid's Industry Positioning



Specialist 'below the water' segment where barriers to entry are high



Dual-portfolio 'turnkey' service offering



Focus on production phase of cycle where demand is more long term and stable



Multi-regional service capability



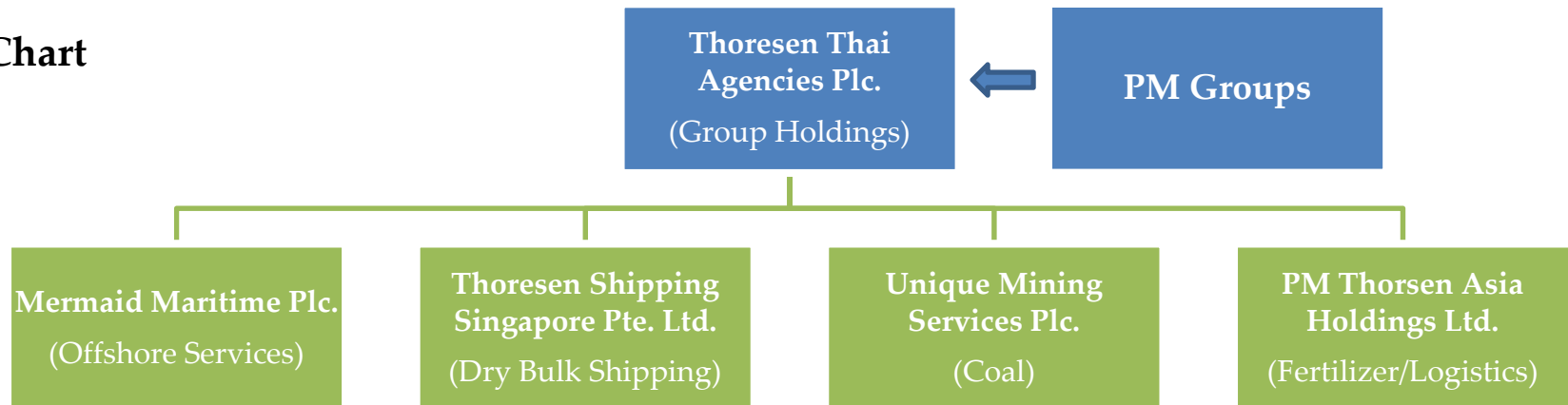
Multi-customer portfolio diversity

- National Oil & Gas Companies
- International Oil & Gas Companies
- Major EPCIC Contractors

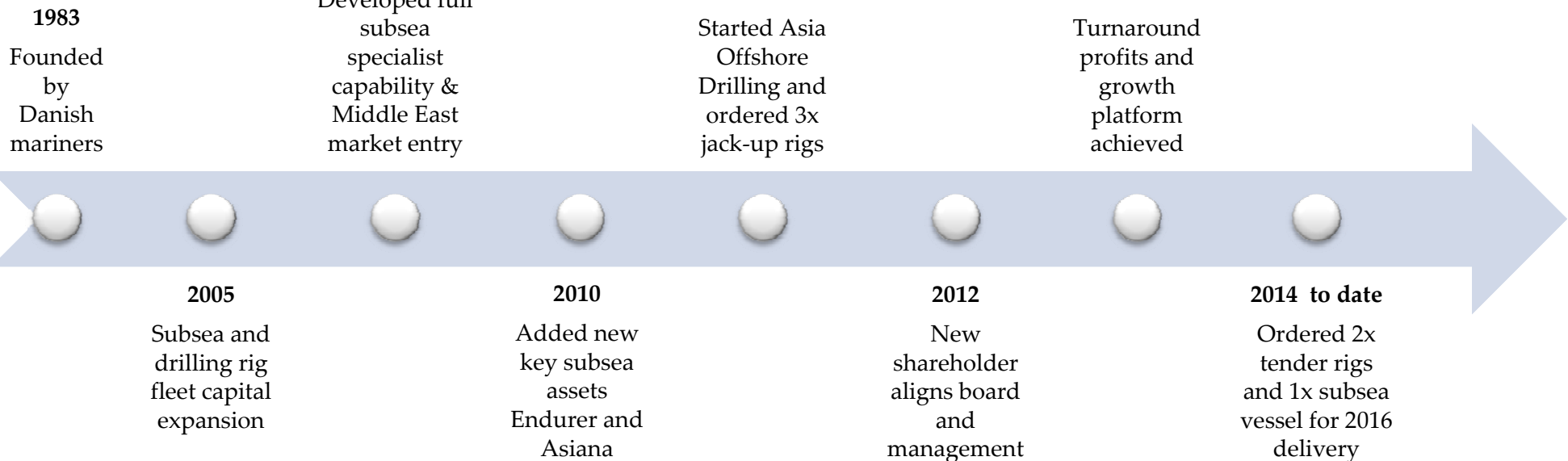


A Member of the Thoresen Group of Companies

Corporate Chart



30 Year Growth Story





Board Members & Key Executives

Board Members *



Mr. Joseph Chia
Executive Director



Dr. Jean Paul Thevenin
Non-Executive Director



Mr. Ng Cher Yan
Independent Director

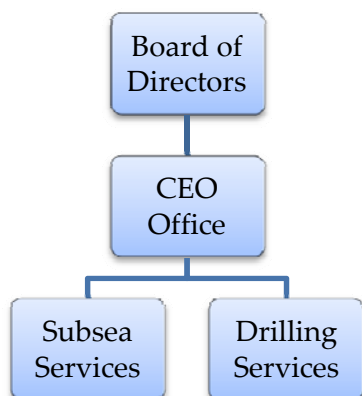


Mr. Joachim Toh
Independent Director



Dr. Jan Skorupa
Independent Director

Key Executives



Mr. Paul Whiley
Subsea MD
(MENA & Europe)



Mr. Mike Ambrose
Subsea MD
(Asia Pacific)



Mr. Peter Reichlmeier
Seascope MD



Mr. Steve Lenz
Drilling Executive
Director

* In addition to Mr. Prasert Bunsumpun & Mr. Chalermchai Mahagitsiri



High Quality Customer Base





Commitment to Customers



- ☑ Track record of successful projects with reputable clients
- ☑ Fully compliant with international standards on vessel and equipment
- ☑ Capability and resources to handle large and small projects as required
- ☑ Excellent health, safety and environment track record
- ☑ First tier international service quality / competitive price mix
- ☑ 'One-stop' service point for specialized subsea support and drilling
- ☑ Strategic local partnerships in various geographies
- ☑ Dynamic with quick response to emergency call outs and variation orders
- ☑ Dedication to support customers at all times and in all situations

Over 90 percent of Mermaid's business is from repeat customers



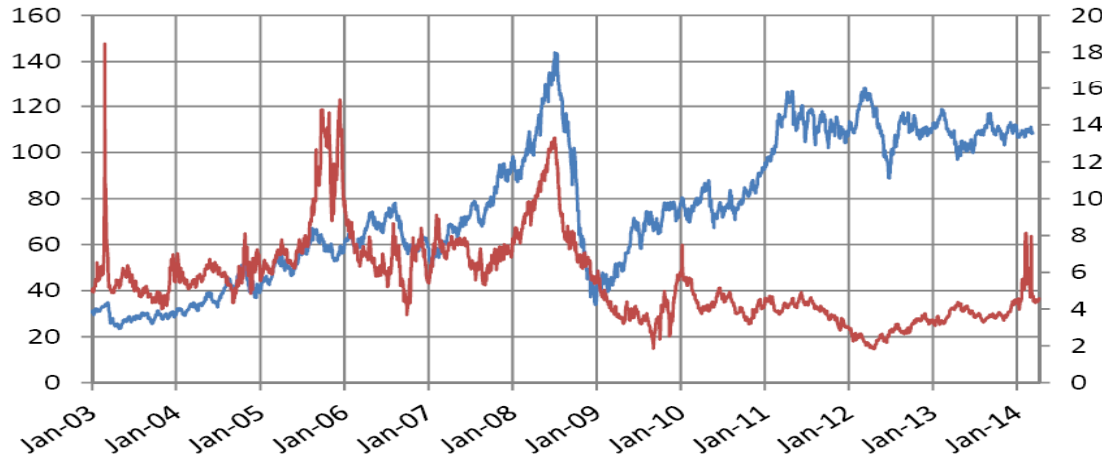
Agenda

2. Market Outlook



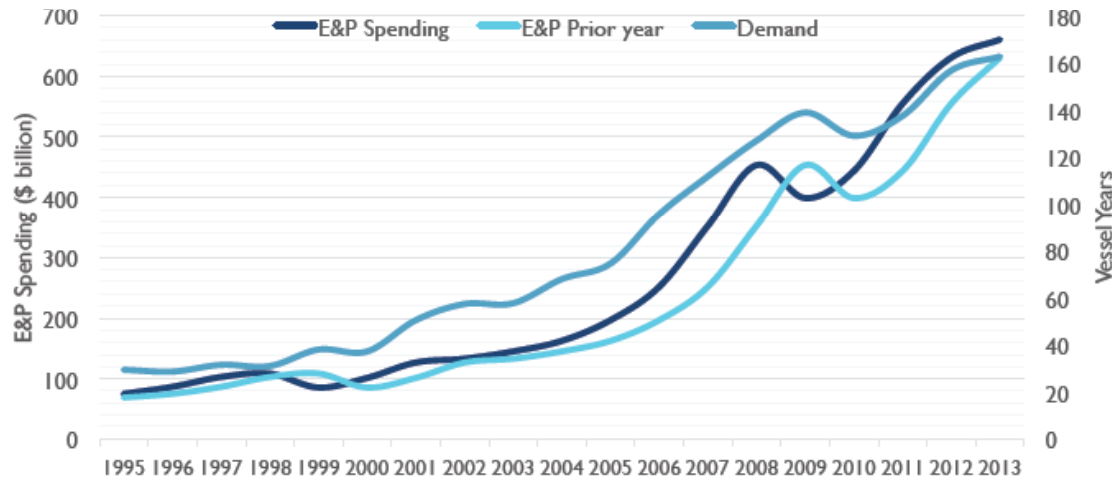
Market Outlook

Daily Oil & Gas Prices
Oil US\$ per bbl, Gas US\$ per m. BTU



Stable oil price leads to renewed confidence in exploration and production (E&P) spending by oil and gas companies.

Prices above minimum rate of returns (hurdle rates) on new investments.



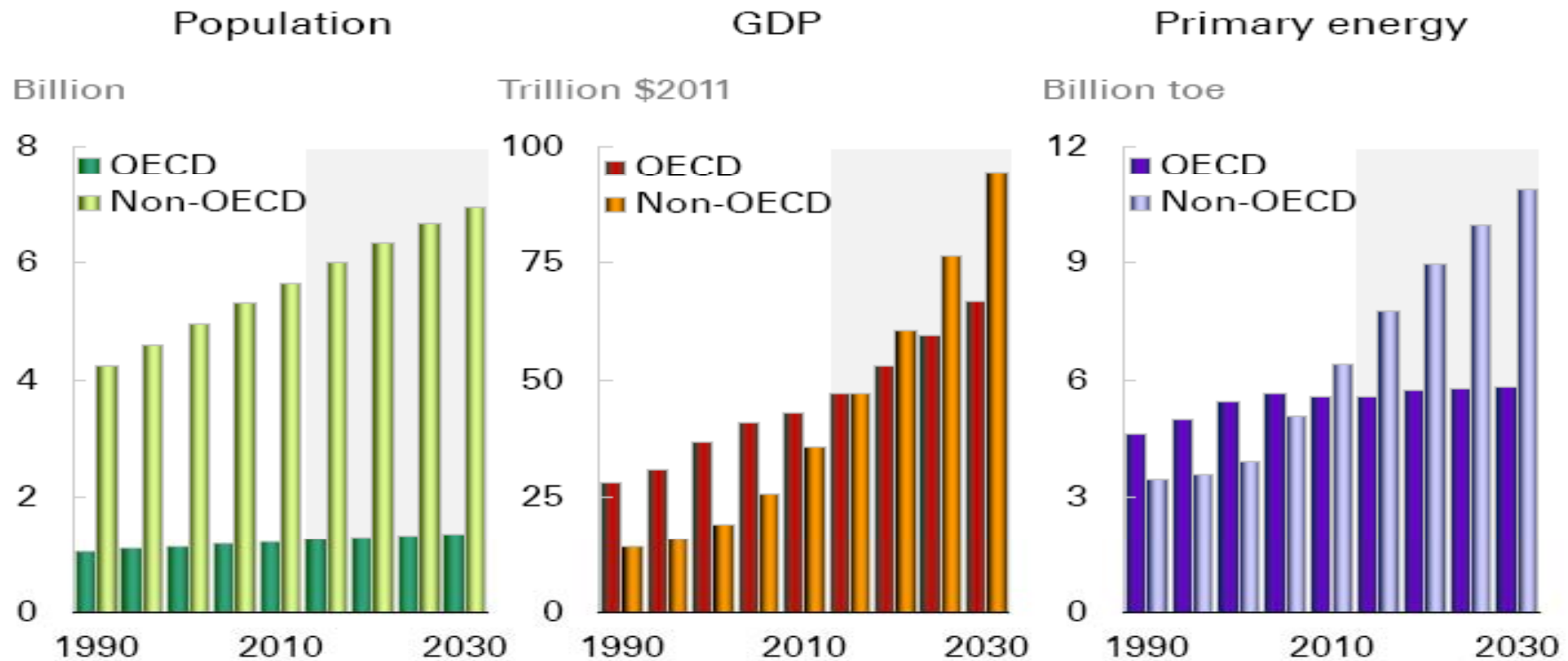
E&P spending continues to increase year-on-year and this drives the demand for offshore drilling and subsea services.

In 2013, oil and gas companies spent around USD 630 billion in E&P, four times the size of 2000. In 2014, the number is expected to rise to USD 690 billion.

(Source: Pareto, Kennedy Marr, Strategic Offshore Research)



Population and income growth will drive more energy demand...



By 2030 world population is projected at 8.3 billion which means an additional 1.3 billion will need energy. Emerging economies account for 90% of population growth.

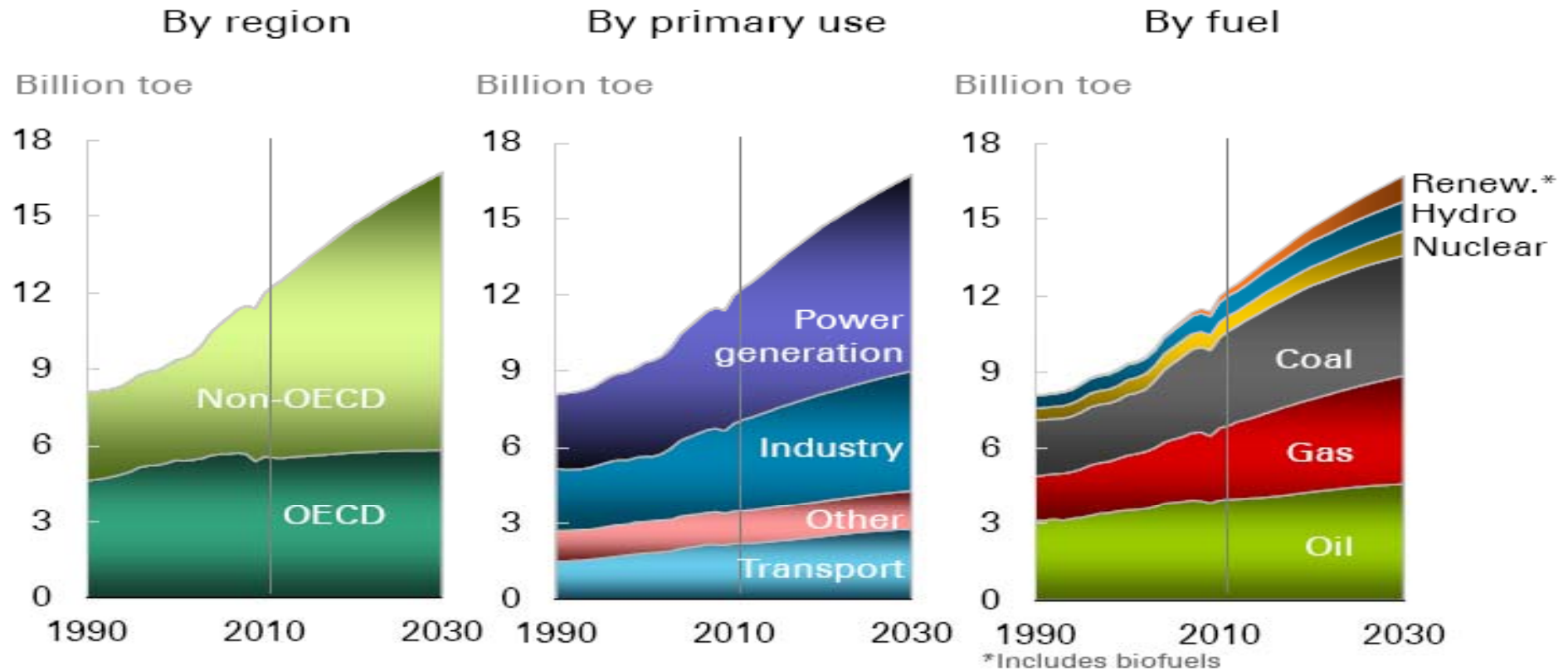
World income in 2030 is expected to roughly double 2011 in real terms with emerging economies contributing to 70% of global GDP growth.

Due to rapid industrialization, urbanization and motorization, emerging economies will also contribute to over 90% of the global energy demand growth.

(Source: BP Energy Outlook 2030)



...with Oil and Gas still dominating the energy market



<p>By 2030, energy demand is expected to be 36% higher than 2011 with almost all growth coming from emerging economies.</p>	<p>Energy used in power generation and directly in industry lead growth trends.</p>	<p>Renewable energy use will grow but oil and gas are expected to still dominate the energy market.</p>
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(Source: BP Energy Outlook 2030)



Agenda

3. Subsea Services

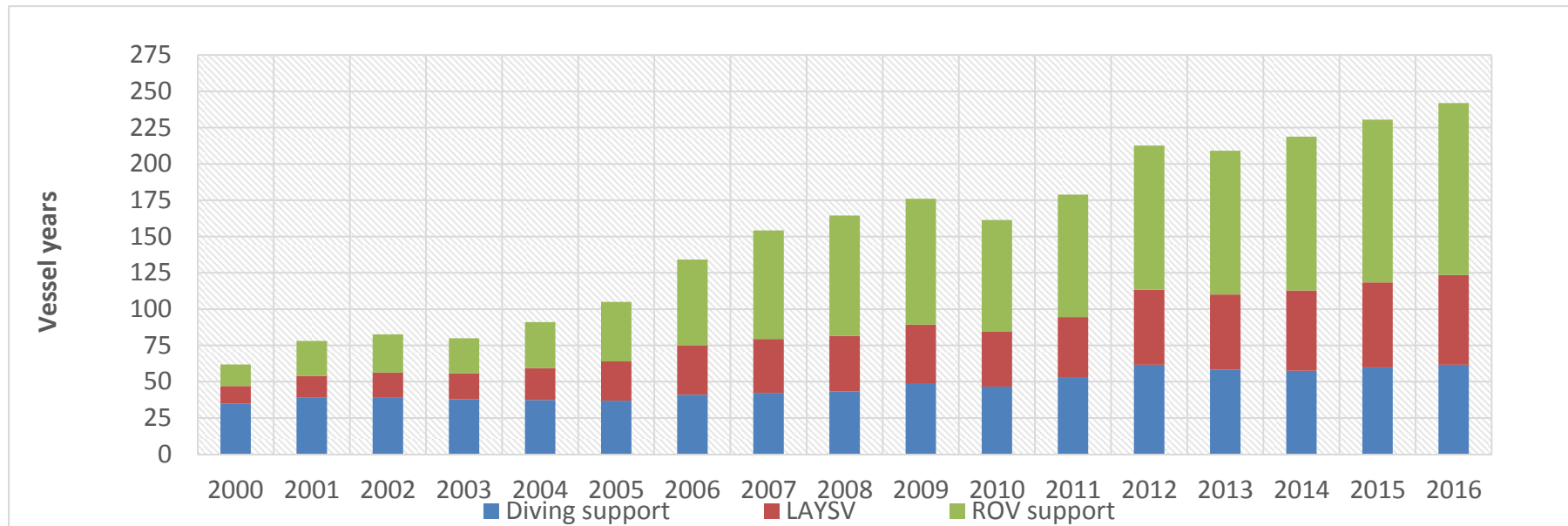
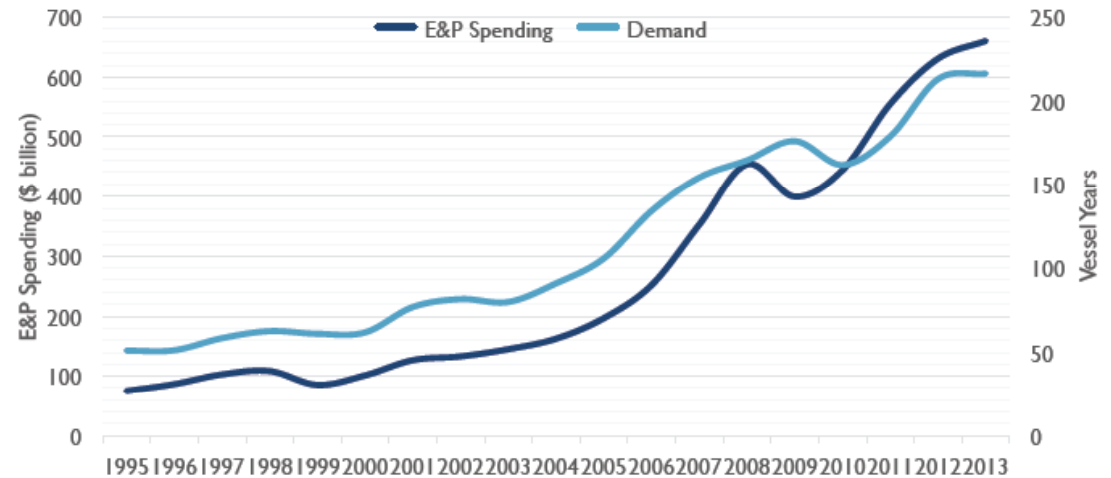


Subsea dynamics reveals stable growth trends ...

Increased E&P spending has driven up demand for subsea services.

Sustained growth in demand for subsea vessels of all types forecasted.

Mermaid's subsea order book is at ~USD 700 million*



* Orderbook from 1 January 2014 and excludes contract options

(Source: Strategic Offshore Research)



...with Mermaid strategically positioned

Our Brands



Our Edge

Essential Services

- Extensive amount of subsea infrastructure required to extract and transport oil and gas all need subsea services.

Repeat Business

- Strong presence in key markets of Thailand, Indonesia, and the Middle East allows Mermaid to win repeat business.

Geographical Expansion

- Expansion plans into more countries such as West Africa, Malaysia and North Sea can fuel further growth.

Excellent Safety & Performance Record

- Brand synergy together with proven assets, operational & technical capability gives lead on customer preference.

Our Services

Subsea inspection, repair and maintenance

Subsea infrastructure installation support

Subsea remotely operated vehicle support

Subsea emergency callout service & salvage

Subsea cable laying



Mermaid's Subsea Fleet : North Sea / Middle East/ SE Asia

Dive Support Vessels (DSV)

Mermaid Endurer



Air Diving & ROV Vessels

Mermaid Sapphire



- Variety of specialized subsea vessels to fulfill customer work scope requirements.
- One of the industry's youngest fleet with most vessels not older than five years.
- Subsea fleet complimented by specialized equipment, ROVs, divers and project teams for 'turnkey' services.

Mermaid Commander



Endeavour*



Construction Barges

Mermaid Siam



Offshore Support Vessels

Mermaid Challenger



MT6024 Newbuild



Delivery 2016

Resolution*



Mubarak Supporter*



Delivery 2014

SS Barakuda





Mermaid's Subsea Fleet : Saudi Arabia Dedicated / Zamil JV

Air Diving & ROV Vessel

Zamil 63*



Air Diving & ROV Vessel

Zamil 64*



Dive Support Vessel (DSV)

Mermaid Asiana



Offshore Support Vessel

Zamil 403*



Offshore Support Vessel

Zamil 404*



An integrated service with 400+ Mermaid personnel serving Aramco IRM requirements

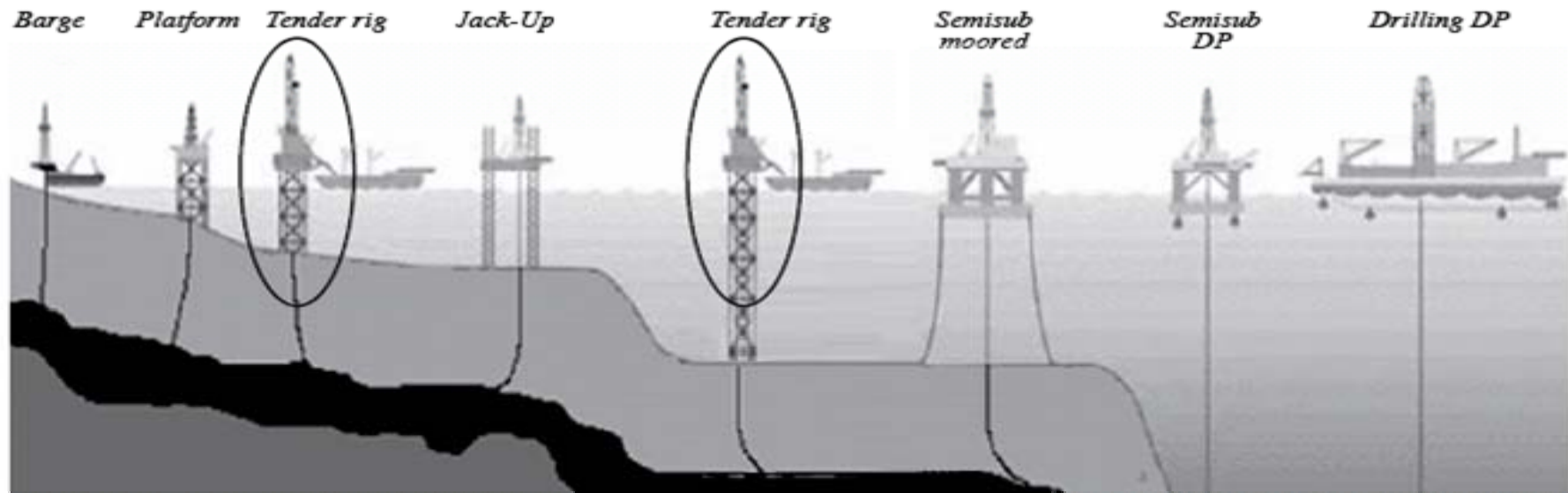


Agenda

4. Drilling Services



Tender rigs have their niche



Tender Rig Statistics

- Tender rig fleet is aging with ~50% of the global fleet at 30+ years old (dying fleet).
- 25 tender rigs globally with 17 on contract and 8 recently finishing contract/stacked (mostly older rigs) plus additional 7 new builds under construction.
- Industry utilization traditionally above ~90% with newer rigs all at 100% utilization indicating customer preference of new rigs over older rigs.

Tender Rig Market Outlook

- Established niche market and customer acceptance in South East Asia and West Africa.
- Day rates strengthening since 2010 and now at USD 115,000/day on average. More rigs required to satisfy future potential demand and phasing out of old rigs.
- Tender rigs provide production drilling capabilities and can work in any seabed condition vs. jack-ups hence longer term contracts and stable earnings.

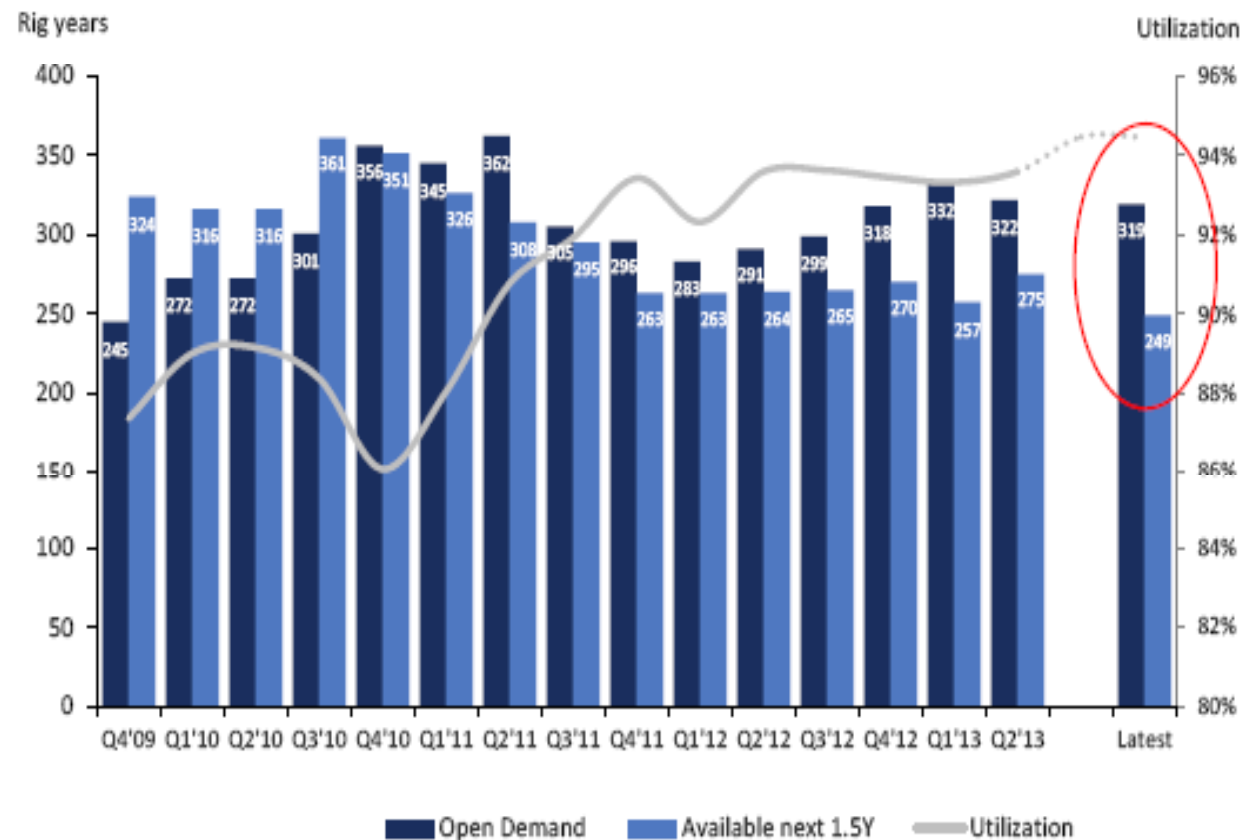


Jack-up market shows positive trends

Jack-Up Market

- Supply/demand remains tight and utilization is above 90%.
- Demand expected to outstrip supply in next 1.5 years.
- Big amount of orders but the “backlog” of demand continues to grow.
- During the next decade more than 50% of the current fleet that are 30+ years old are expected to be phased out.
- Customers prefer newer rigs and this should drive their day rates up.

Demand/supply balance in rig years



(Source: Pareto)



Mermaid's Drilling Fleet & Investments

Tender Rigs (Existing)

MTR-1 Barge



Available

MTR-2 Tender Drilling Rig



On Contract

Tender Rigs (On Order)

MTR-3 Tender Drilling Rig



Delivery 2016

MTR-4 Tender Drilling Rig



Delivery 2016

Premium Jack-Up Rigs

AOD I Jack-up Rig*



On Contract

AOD II Jack-up Rig*



On Contract

AOD III Jack-up Rig*



On Contract

New build jack-up rigs also available on order



Agenda

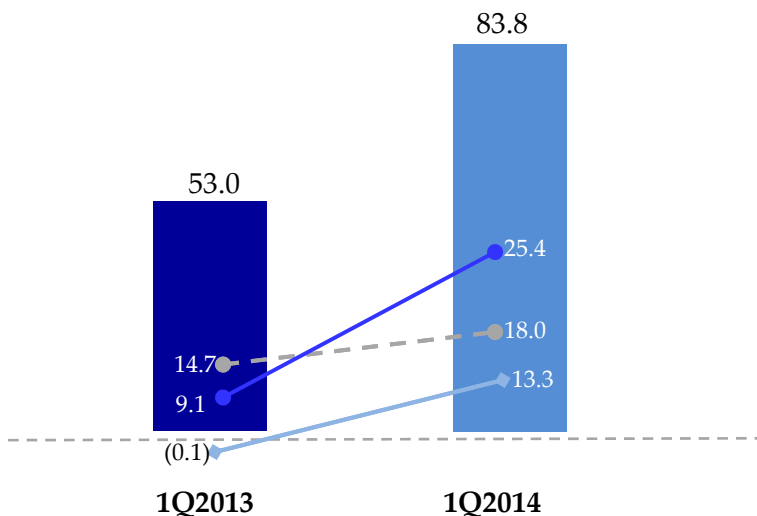
5. Financial Review & Order Book



1Q2014 Financial Highlights

Year on Year Comparison

- Revenue (in USD millions)
- Operating Cash Flow (in USD millions)
- EBITDA (in USD millions)
- Net Profit (in USD millions)



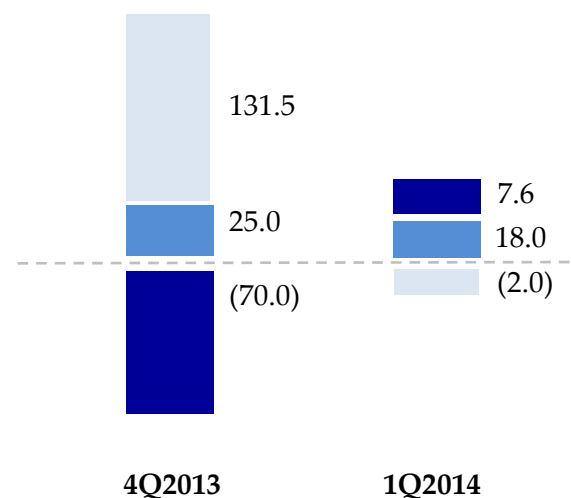
Revenue Growth, Net Profit & Operating Cash Flow

Cash & Cash Equivalents	148.8	172.2
Restricted Deposits at Financial Institutions	4.0	4.0

Cash and cash equivalents increased 15.7% by USD 23.4 million

All units in USD millions

- CF from Financing
- CF From Operations
- CF from Investments

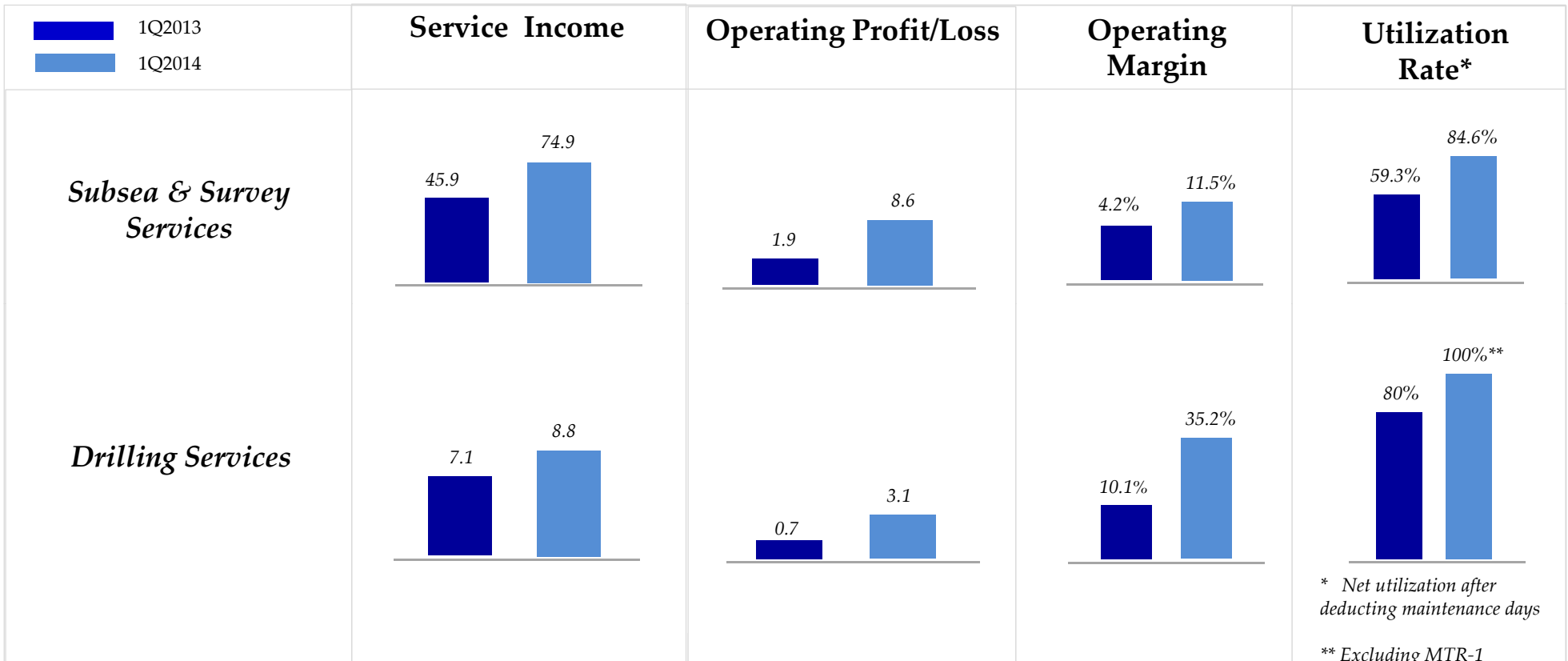


Cash Flow



1Q2014 Sector Breakdown

All units in USD millions

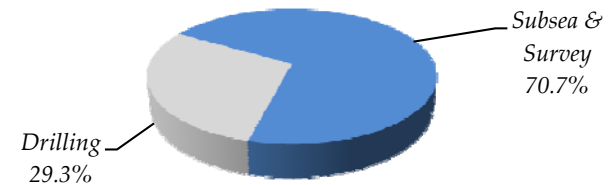


1Q2014

Revenue Breakdown



Operating Profit Breakdown





Sector Order Book*

Overall

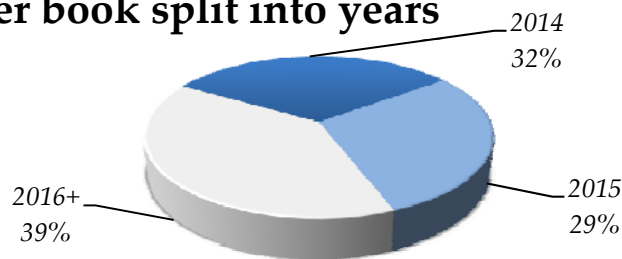
~USD 750 Million*

Order book split by business

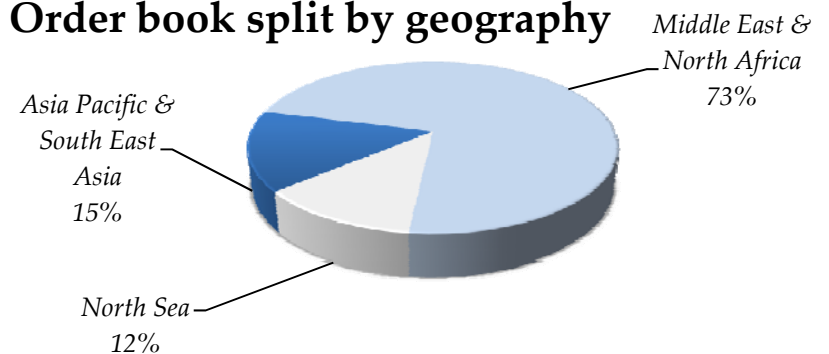


* Order book from 1 January 2014 not including AOD pro-rata contribution of an additional ~USD 160 million (USD 910 million total)

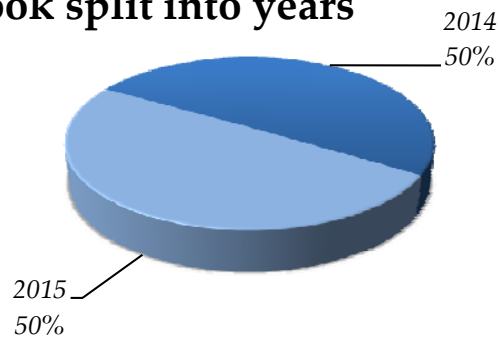
Subsea Order book split into years



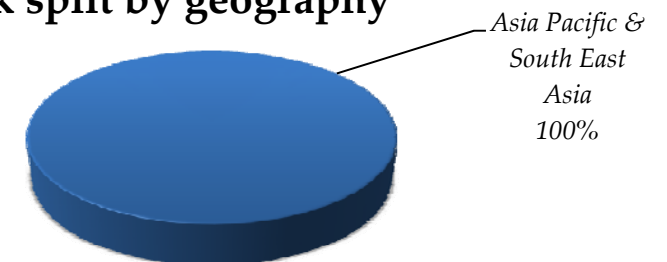
Order book split by geography



Drilling Order book split into years



Order book split by geography





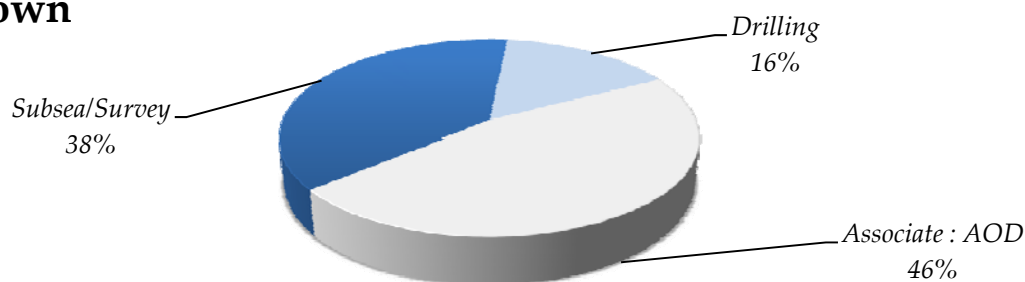
1Q2014 Associate Performance : Asia Offshore Drilling

All units in USD millions

	Service Income	Operating Profit/Loss	Operating Margin	Utilization Rate
AOD*	55.3	(1.1)	51.9%	95.7%

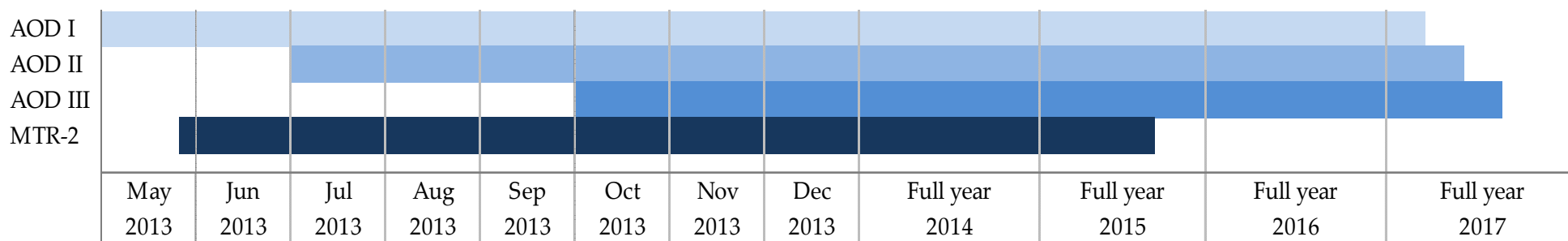
* Based on AOD performance (before pro-rating of 33.76% Mermaid share)

Net Profit (loss) breakdown



Contract commencement

Not to scale. For illustrative purpose only.





Mermaid Group Statement of Financial Position

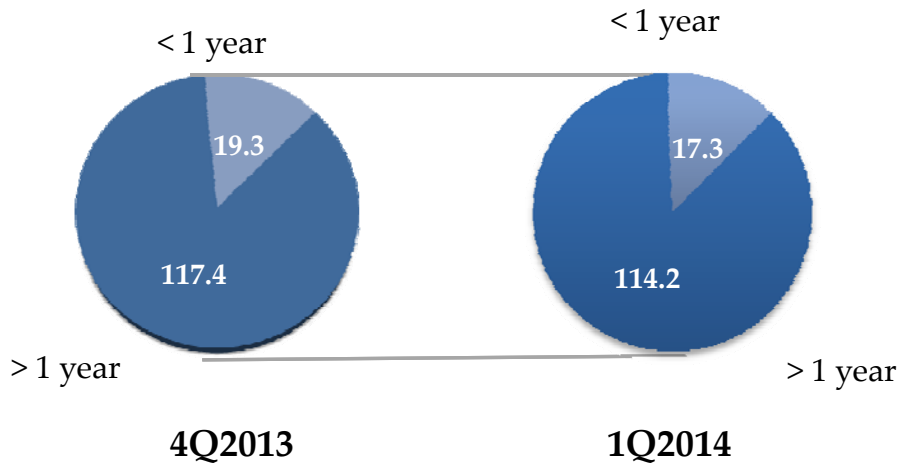
USD	<i>FY2012</i> <i>30 Sept 2012</i>	<i>FY2013</i> <i>30 Sept 2013</i>	<i>1FQ2014</i> <i>31 Dec 2013</i>
Cash & Equivalents	62.3	148.8	172.2
Current Assets	136.5	267.0	281.6
Non-Current Assets	399.7	443.3	446.7
Current Liabilities	33.9	73.0	68.8
Non-Current Liabilities	126.4	120.5	117.3
Net Debt	68.4	(12.1)	(40.7)
Shareholder's Funds	375.9	516.8	542.2
Net Debt / Equity (%)	18.2	(2.3)	(7.5)
Current Ratio (x)	4.0	3.7	4.1



Debt Structure

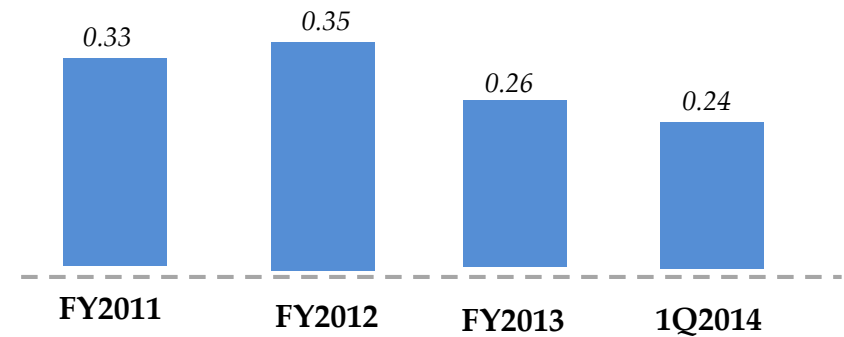
Units in USD millions

Loan Maturity

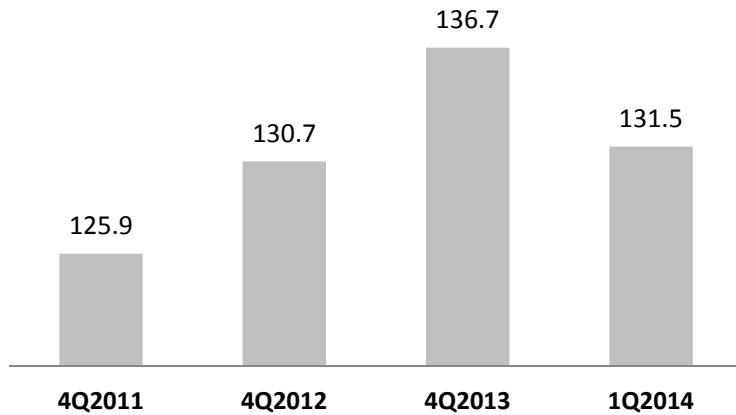


Gross D/E (Times)

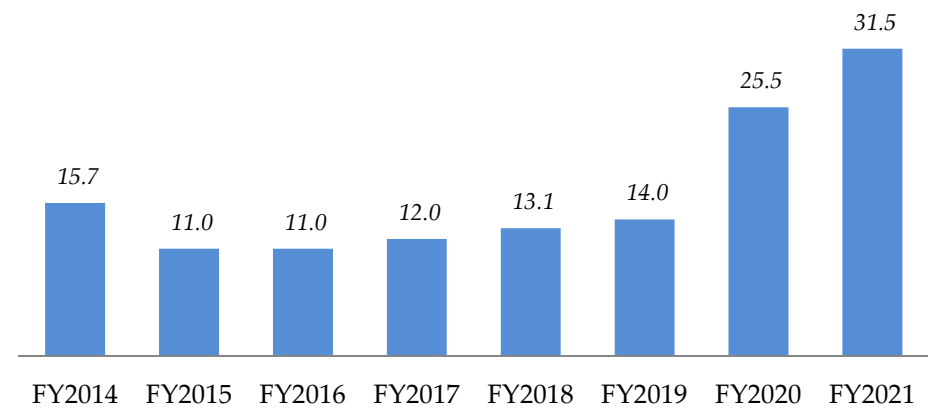
Low D/E ratio allows financial flexibility



Loan Outstanding



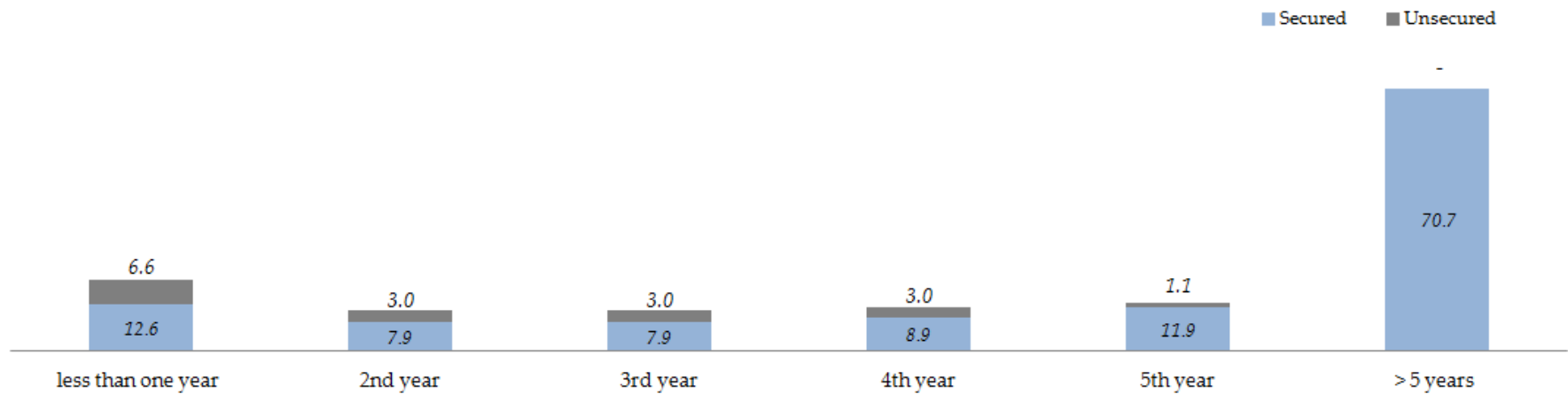
Repayment Loan



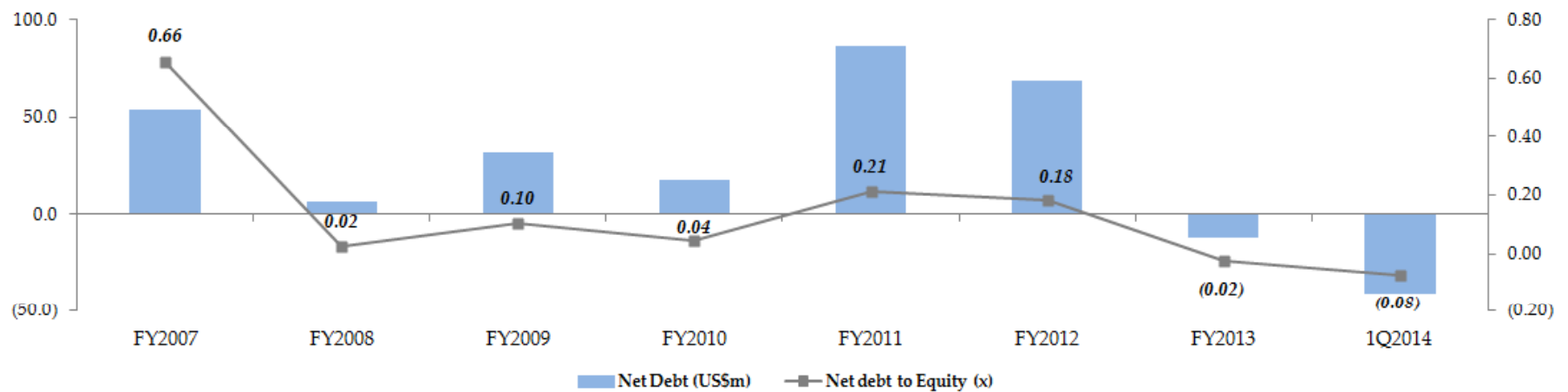


Debt Maturity Profile and Gearing Ratio

Debt Maturity Profile by Financial Year (as of 30 September 2013)

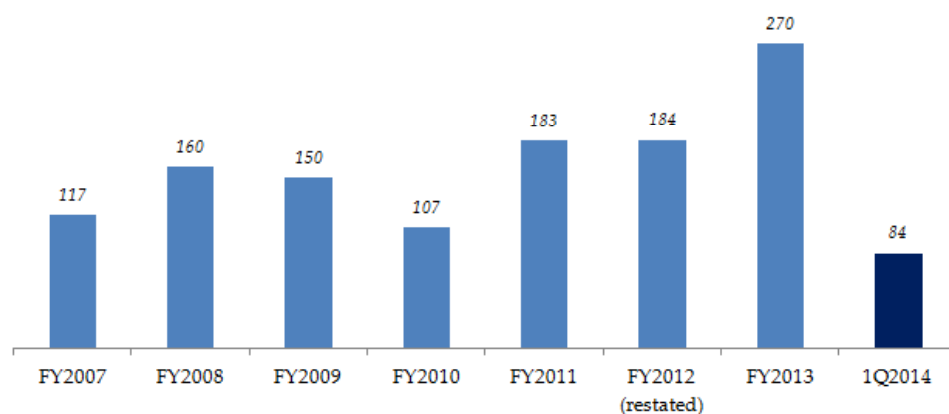
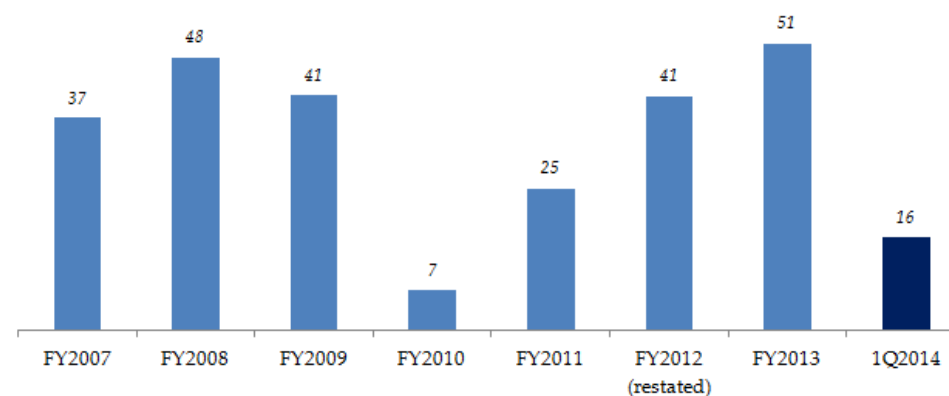
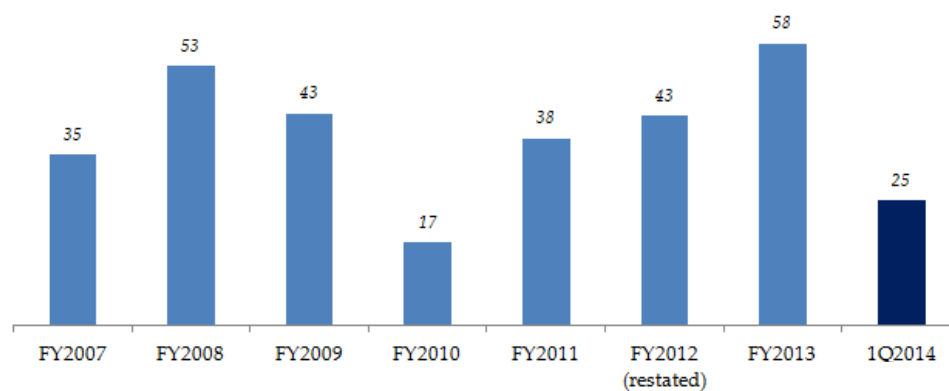
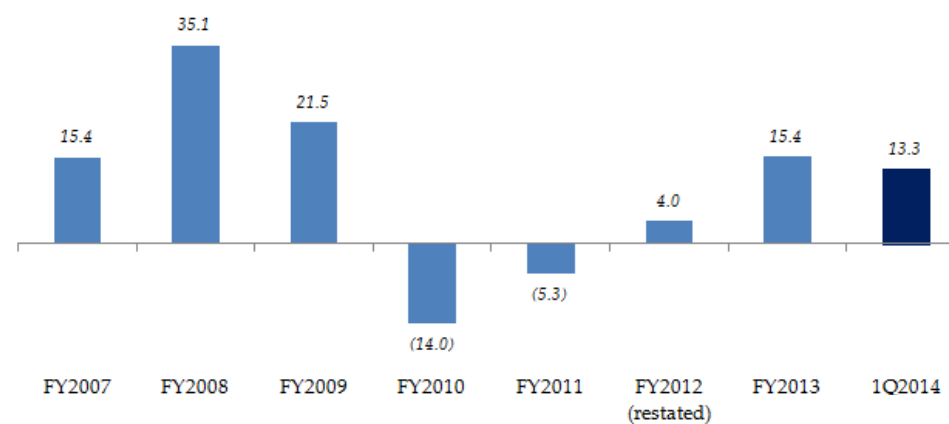


Debt and Gearing Ratio





Group Profit and Loss Highlights

Revenue ⁽¹⁾⁽²⁾

Gross profit ⁽¹⁾⁽²⁾⁽³⁾

EBITDA ⁽¹⁾⁽²⁾

Net profit (losses) ⁽¹⁾⁽²⁾


1 Fiscal year ended 30 September

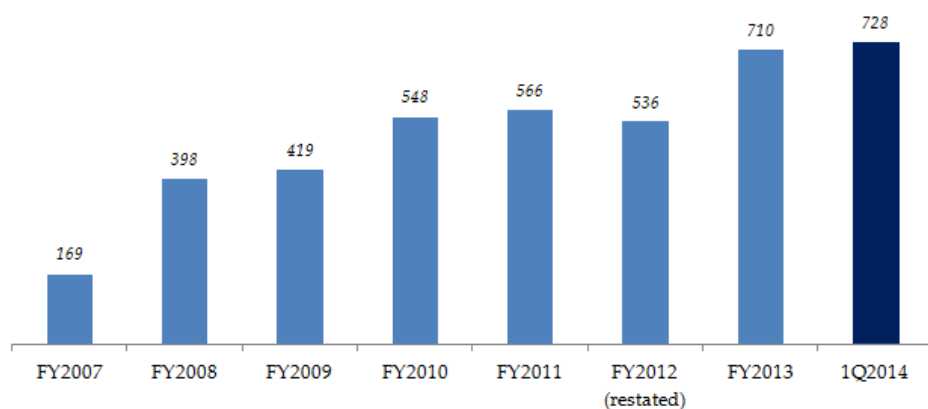
2 Net profit attributable to owners of the parent

3 Gross profit included depreciation & amortization

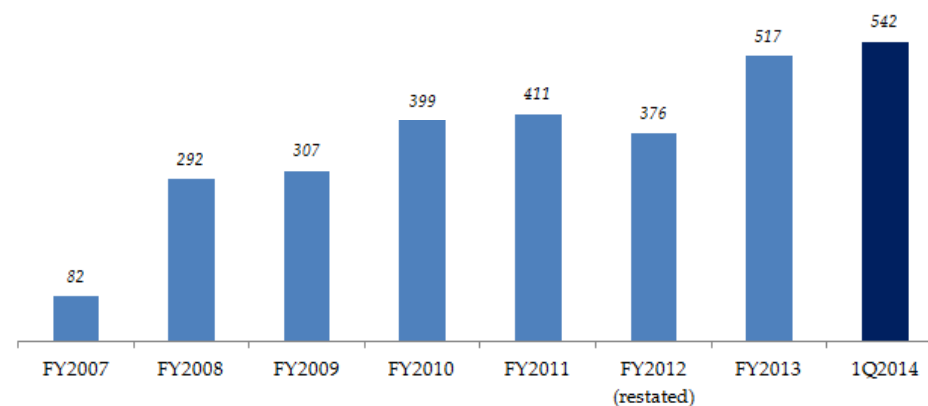


Group Balance Sheet Highlights

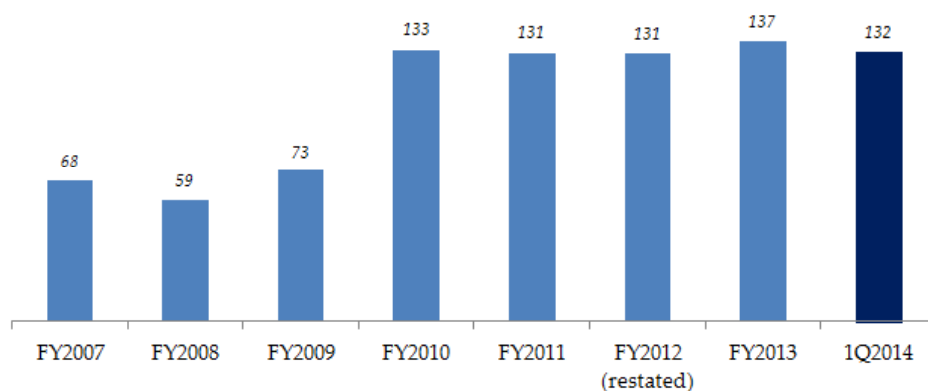
Total assets ⁽¹⁾⁽²⁾



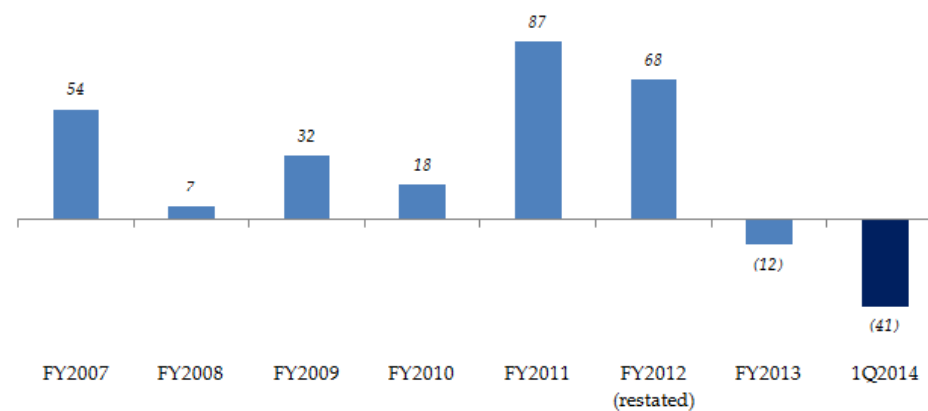
Shareholders' equity ⁽¹⁾⁽²⁾



Gross debt ⁽¹⁾⁽²⁾



Net debt ⁽¹⁾⁽²⁾



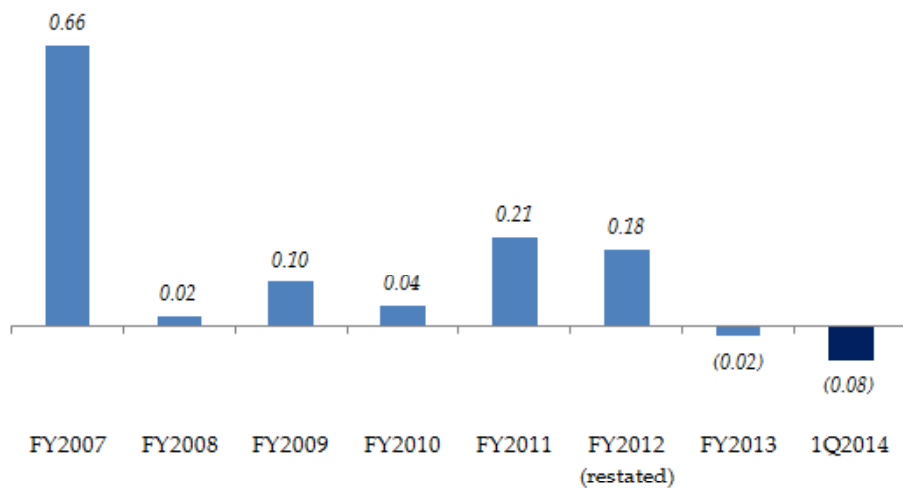
1 Fiscal year ended 30 September

2 Excluding non-controlling interest

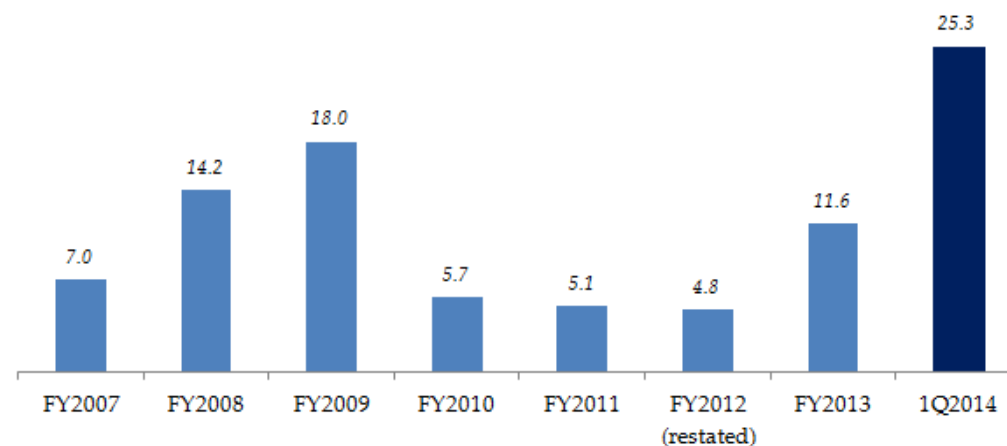


Group Financial Ratios

Net debt to equity ⁽¹⁾⁽²⁾⁽³⁾



Interest cover ⁽¹⁾⁽²⁾⁽³⁾



1 Fiscal year ended 30 September

2 Defined as ratio of total external indebtedness (net of cash and equivalents) owed to bank and financial institutions to shareholders' equity

3 Defined as ratio of EBITDA to financial expenses



Agenda

6. New Assets & Summary



New Assets Under Construction

January 2014: Secured 3x new build orders with China Merchants worth USD 436 million for delivery to Mermaid in 2016.



Performance Class Tender Drilling Rigs

- ☑ Larger deck & storage space
- ☑ More accommodation onboard & 21st century design
- ☑ Drilling package faster rig up time
- ☑ Heave compensated heavy lift crane
- ☑ Auto trim high volume seawater ballast system



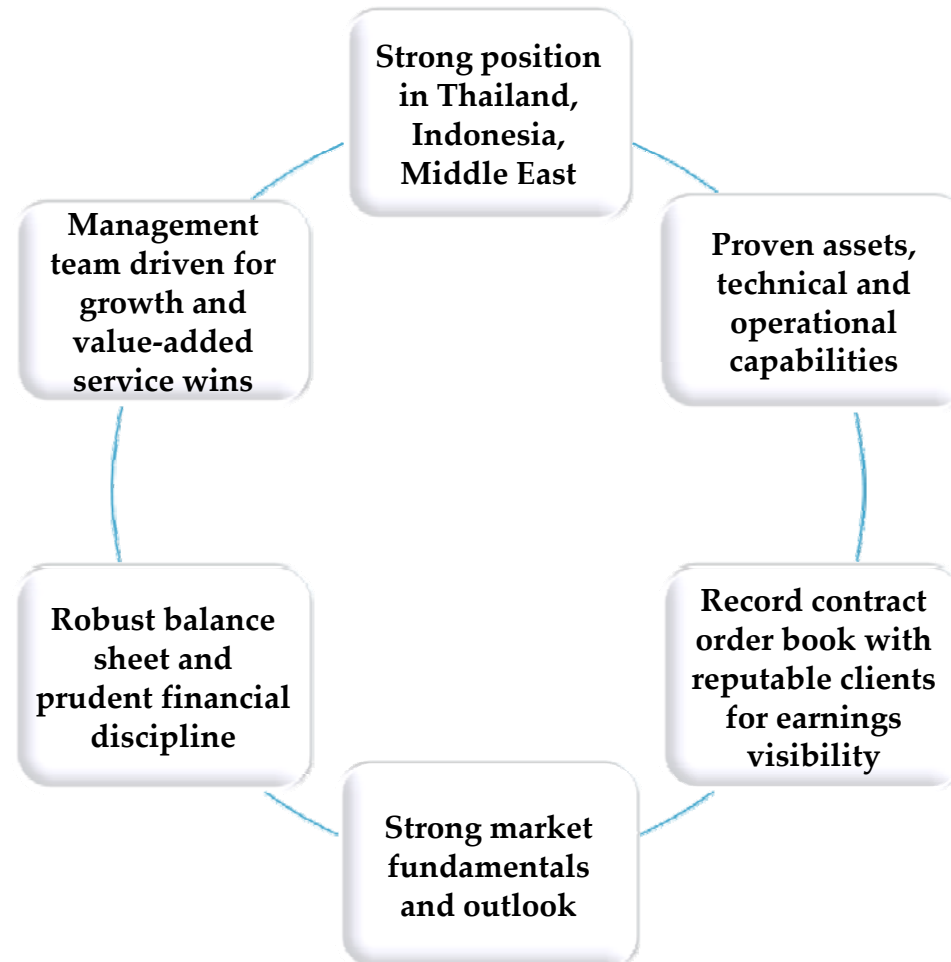
Multipurpose Subsea Dive Support & Construction Vessel

- ☑ Diving operations with 18-man twin bell systems
- ☑ ROV and seabed construction work capabilities
- ☑ Excellent speed and sea keeping properties
- ☑ Reduced fuel consumption and high safety level
- ☑ MT6024 proven design for deployment worldwide

New build projects to be fully funded by retained earnings + debt (no new equity)



Summary



We are actively pursuing opportunistic growth that will contribute to bottom line results