

## **Mermaid Maritime Plc**

# **Investor Roadshow**

July 2015

Delivering a World Class Service to the Region from within the Region



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- Introduction
- Investment Highlights
- Company Strategy & Outlook



# Introduction





## To be the Preferred Global Oil Service Specialist Partner

## MERMAID MARITIME SNAPSHOT

Having served the industry for over 30 years, Mermaid Maritime boasts of a proven track record for subsea and drilling oil service excellence. Headquartered in Thailand, Mermaid Maritime operations span from Saudi Arabia to the United Arab Emirates, Qatar, Singapore, and Indonesia.

Mermaid Maritime mission is to provide essential services in the areas of subsea engineering and offshore drilling to the offshore oil and gas industry that is safe, efficient, on time and on budget. With a team of more than 1,000 people including professional divers, drillers, technicians, surveyors, and modern vessels and equipment, Mermaid Maritime commands a solid reputation in the market place for serving customers in the region from within the region.

The relentless focus on customer satisfaction and RESPECT has resulted in Mermaid winning repeat customers and new customers over the years. It is also an achievement that we intend to use as the foundation for our further growth.



#### Mr. Prasert Bunsumpun Chairman

30+ years industry experience including CEO of Thailand's National Oil Company PTT and Chairman of PTT Exploration and Production

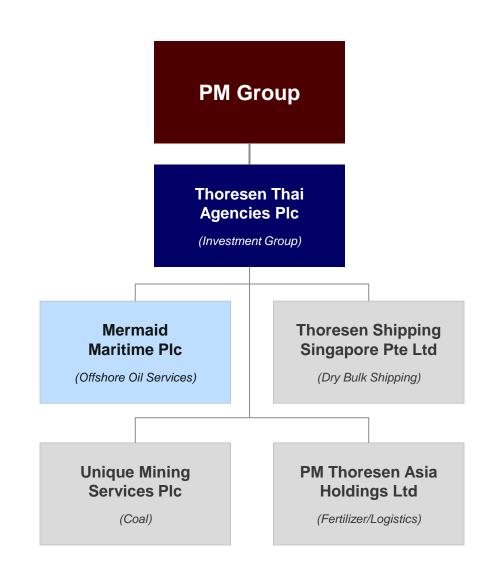


#### Mr. Chalermchai Mahagitsiri Executive Vice Chairman & CEO

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



# **Member of PM & Thoresen Group**



- ☑ PM Group, under the experienced leadership of Chairman Mr. Prayudh Mahagitsiri, is one of the most distinguished Thai family investment group with interests in industrial and consumer sectors, property development, golf courses, entertainment, education and other investments
- PM Group pioneered and launched businesses including:
  - One of the most established instant coffee production facility in Thailand serving the region under joint venture with Nestle S.A.

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- Thailand's first BOPP Film plant, which at the point of establishment was the world's largest
- Thailand's first and only cold-rolled stainless steel plant
- Thailand's first copper smelter
- ☑ Thoresen Thai Agency is among the largest marine group in Thailand
- ☑ In addition to Mr. Prasert Bunsumpun, Mermaid Maritime benefits from the leadership of two industry veterans sitting on Thoresen Group Board of Directors



#### Mr. Cherdpong Siriwit

A veteran in Thailand's energy sector with previous appointments as the Director General of the Ministry of Industry's Department of Mineral Resources, Permanent Secretary of the Ministry of Energy and Chairman of PTT

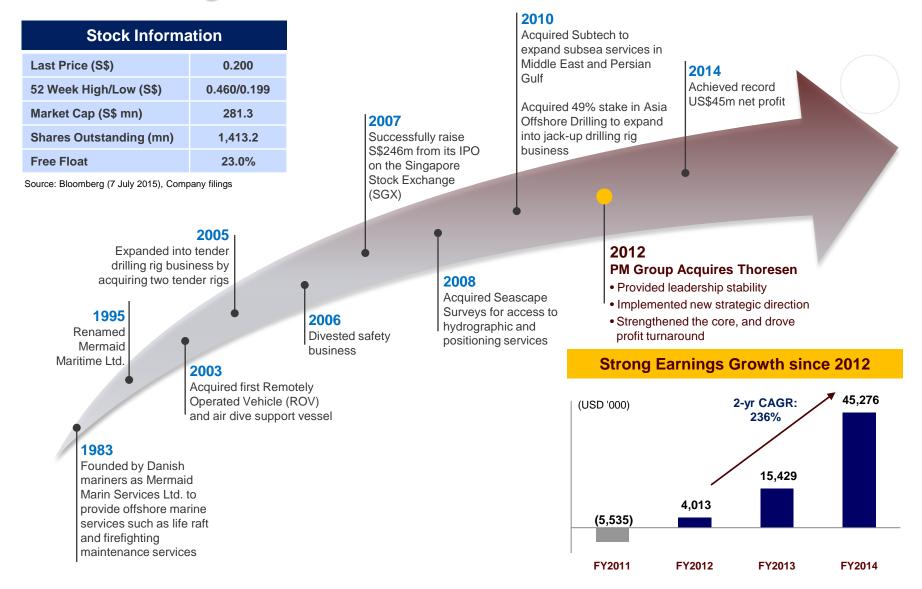


#### Mr. Chitrapongse Kwangsukstith

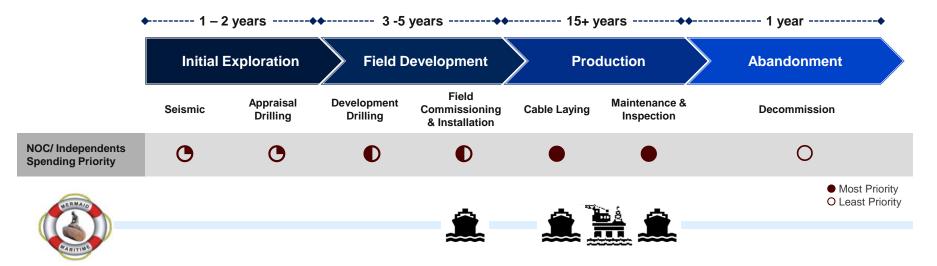
A former Senior Executive Vice President and Acting President of PTT; also previously served as the President of PTTEP and Deputy Governor of Corporate Strategy at Petroleum Authority of Thailand

☑ Under the stewardship of PM/Thoresen Group, Mermaid has seen major earnings turnaround; tripling profits in last two consecutive years

# Performance Turnaround and Position Strengthened Under PM & Thoresen Guidance

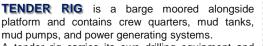


## Predominantly focus on the production phase of the offshore oil and gas value chain



### DRILLING





A tender rig carries its own drilling equipment and has a crane capable of erecting the derrick onto the neighboring platform.

Activity level for tender rigs globally is highest in South East Asia compared to other regions.



**JACK-UP RIG** is a mobile self-elevating drilling platform equipped with legs that can be lowered down to the ocean floor.

Once a foundation is established, the drilling platform is elevated up to allow the legs to rests above the highest expected wave height. When the rig is relocated, the platform is lowered to sea level and towed by a supply vessel to its next location.

#### SUBSEA



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**Field Development** - Subsea support vessels assist in, among other things, survey and preparations of the seabed, installation of modules, umbilical cables and risers, as well as provision of Remotely Operated Vehicles (ROVs) or divers for tie-in and testing.

**Production** - Once installed, the equipment is surveyed and maintained, together with both larger repair and development campaigns.

**Abandonment** - To cease efforts to find or produce from a well or field, and to plug well and salvage material and equipment - subsea vessels are utilized.

Subsea engineering services also include Underwater Cable Laying Services for telecommunications, electric power transmissions, or other purposes.

## **SUBSEA** Leading Global Specialist







## DRILLING Premium Rig Asset Owner & Operator

## **Drilling Service**

- Offshore Drilling and Work Over Service
- Accommodation Rig Service



## Asia Offshore Drilling

In Partnership with Seadrill Ltd

4 TENDER RIGS

HIGH-SPEC JACK-UP RIGS

3





### Tender Rigs



### MTR-1

Accommodation and Work Over Barge

> Built 1978 Upgraded 1998

#### ABS classed, Singapore flagged

Operating Water Depths: Conventional Mooring 100 meters Pre-Laid Mooring 680 meters



MTR-2

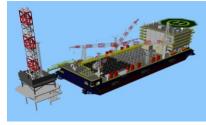
Tender Assist Drilling Rig

Built 1981 Upgraded Twice 1997 & 2007

ABS classed, Thailand flagged

Operating Water Depths: Conventional Mooring 100 meters Pre-Laid Mooring 680 meters

Drilling Depth: 18,045 feet



#### **MTR-3 & MTR-4**

High Performance Class Tender Assist Drilling Rigs

Under Construction with Delivery scheduled for 2016

ABS classed, Singapore flagged

Operating Water Depths: Conventional Mooring 243 meters Pre-Laid Mooring 914 meters

Drilling Depth: 25,000 feet

Large deck space and tank storage with bigger cranes and fast rig moves

## Jack-Up Rigs\*



#### AOD I & AOD II & AOD III

High-Spec Jack-Up Drilling Rigs

Built 2013

Panama flagged

Operating Water Depth: 400 meters

Drilling Depth: 30,000 feet

3+1 year drilling contract with Saudi Aramco



# **Investment Highlights**



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## **Investment Highlights**

Resilience against oil price volatility

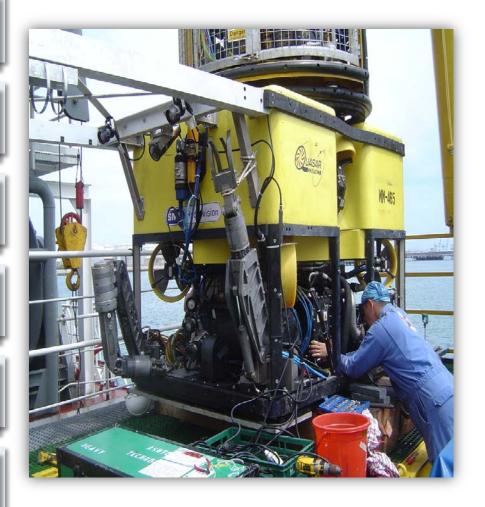
Excellent track record and strong client relationships

Superior fleet management strategy

Strong order book and tendering with limited risk for cancellation

Strong financial position with proven track record

Stable management team with solid execution



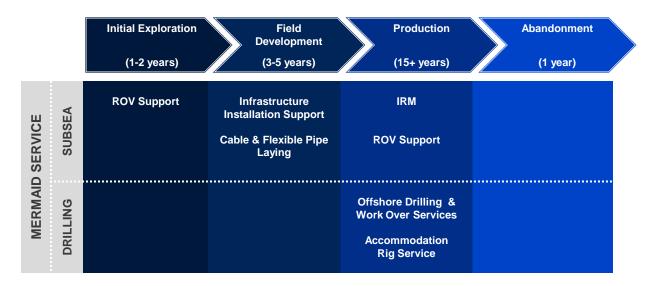
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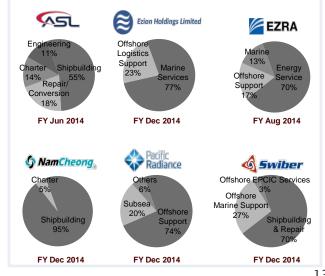
# **1** Resilience Against Oil Price Volatility

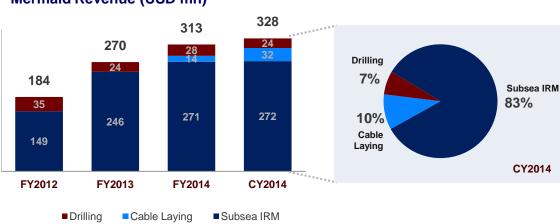


Demand in Production and Maintenance  $\checkmark$ less vulnerable to cutback in E&P spending globally

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- $\checkmark$ IRM segment is less affected by fluctuations in oil prices as operators remain committed to incurring operating expenditure on the maintenance of subsea infrastructures and production facilities
- $\overline{\mathbf{A}}$ Such services are crucial in terms of ensuring the safety and operational capability of the respective oil and gas facilities
- Significant 83% of Mermaid's revenue  $\checkmark$ driven by the provision of IRM services





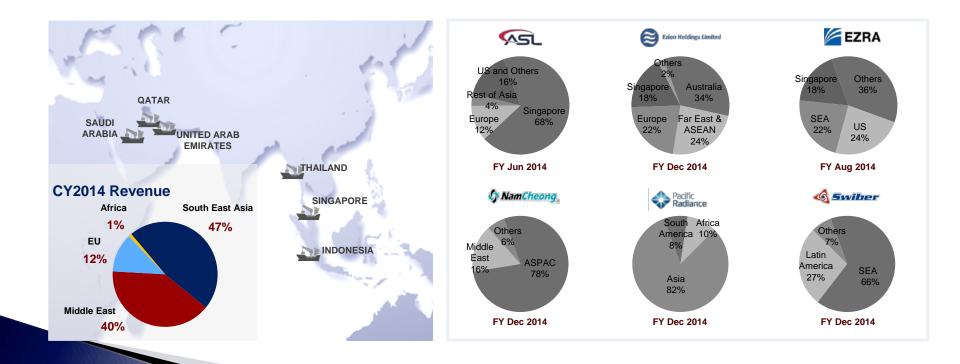
## Mermaid Revenue (USD mn)

#### www.mermaid-maritime.com

# ...and Lower Vulnerability to the Current Downturn

# Emphasis on servicing lower oil cost producing regions (i.e. South East Asia, Middle East) where it is predominantly shallow water

- ☑ Lower shallow water production and breakeven costs
- ☑ More defensive, and less impacted by lower oil prices
- Mermaid services Saudi Arabia, Indonesia, and Thailand shallow water oilfields



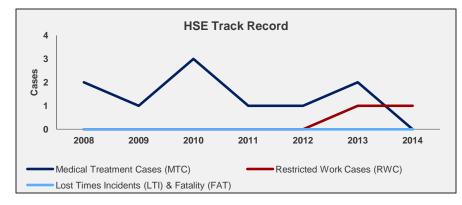
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# 2 Excellent Track Record...

#### Solid reputation in the provision of subsea and drilling services

- ☑ Consistent execution of high quality services
- ☑ Proven efficiency
- **Excellent Health Safety and Environment (HSE) track record**



- ☑ Experienced personnel with strong technical expertise and commitment to safety
- ☑ Continuous provision of innovative solutions to clients
- ☑ Dedicated customer support to offer customised solutions and quick responses to emergency call outs and variation orders
- ☑ Ability to move up the value chain to comprehensively meet clients' demands



Improved brand recognition and cross selling under a unified subsea brand



# ... and Strong Client Relationships



## Extensive client base built over 31 years of established operations

- ☑ Provides a reliable source of repeat business
- ☑ > 90% of Mermaid's businesses originate from existing customers
- ✓ Multi-customer portfolio diversity





# **3 Superior Fleet Management Strategy**

- Relatively young fleet all approved by major classification societies
- ☑ Delivery of DP2 multi-purpose dive support and construction vessel, 'Mermaid Ausana' in 2016 will go towards reducing the average age and will boost capability profile of Mermaid's fleet
- Active fleet management to continue assessing sale opportunities for older vessels, and finding opportunistic business via chartered-in vessel

Mermaid Endurer Built in 2010\*



Mermaid Sapphire Built in 2009\*



Mermaid Commander Built in 1987



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#### Mermaid Asiana Built in 2010\*



Mermaid Challenger Built in 2008



Barakuda Built in 1982



### Mermaid Ausana \*New DSCV\*

Delivery in 2016\*



#### **Mubarak Supporter** *Built in 2014\**

Resolution Built in 2013\*



Siem Daya 2 Built in 2013\*



Windermere Built in 2010\*







Endeavour Built in 2008



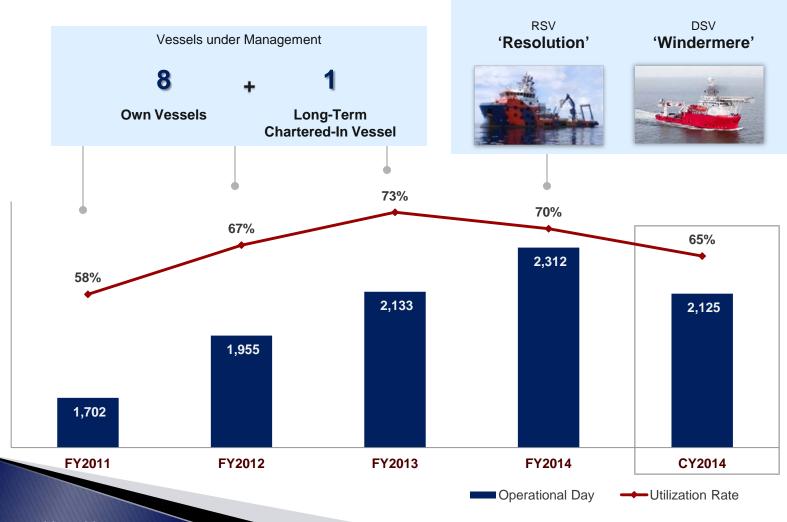
\*Fleet age <5 years old Note: Subsea vessels include short-term chartered-in vessels 17

# **3 Superior Fleet Management Strategy**



Additional Long-Term Chartered-In

## **Opportunistic business via long-term chartered-in vessels**



## Embarking on Drilling Asset Renewal Program with 2 State-of-the-Art tender rigs deliveries expected in 2016



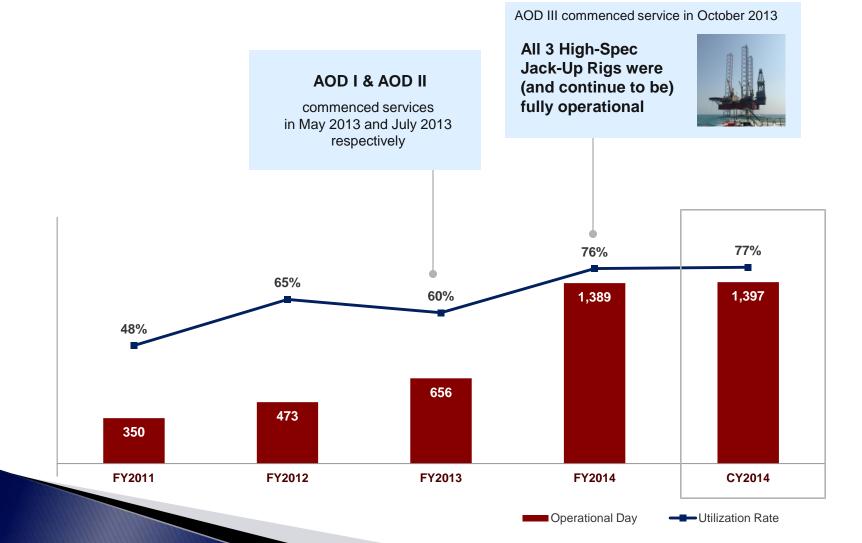
## Robust AOD operation with strategic partner Seadrill





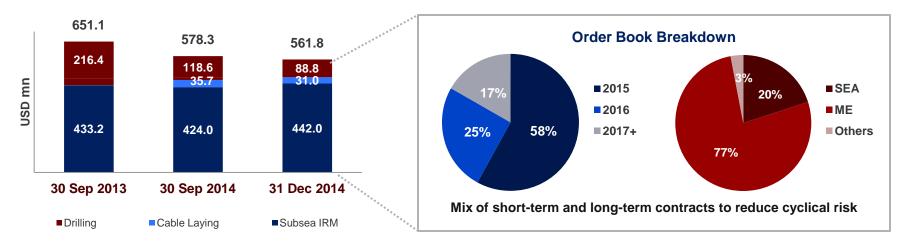
# **3 Superior Fleet Management Strategy**



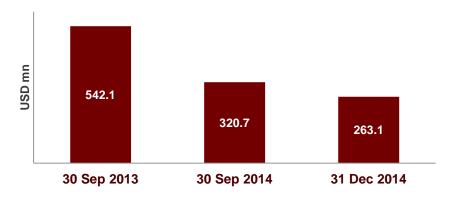


# 4 Strong Order Book & Tendering with Limited Risk for Cancellation

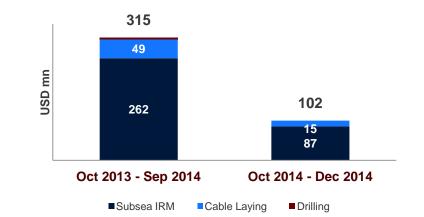
## Mermaid Overall Order Book (Including Share of Asia Offshore Drilling)



## **Asia Offshore Drilling**



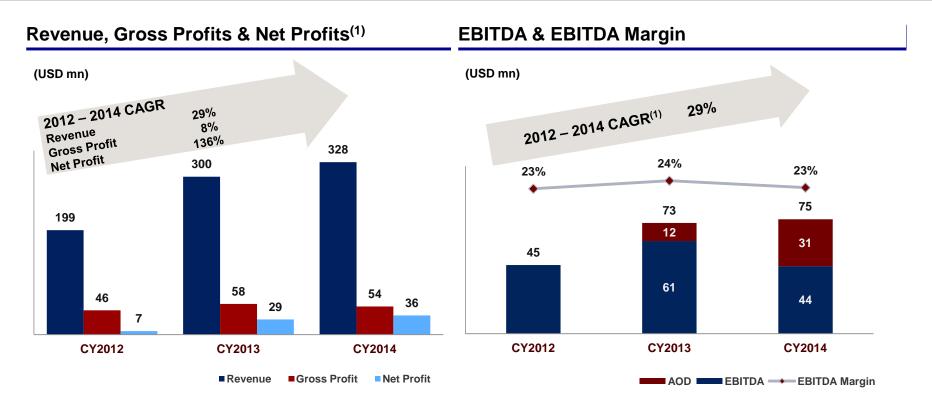
## **New Order**





# 5 Strong Financial Performance with Proven Track Record





## Impressive revenue and EBITDA growth over the last 3 years

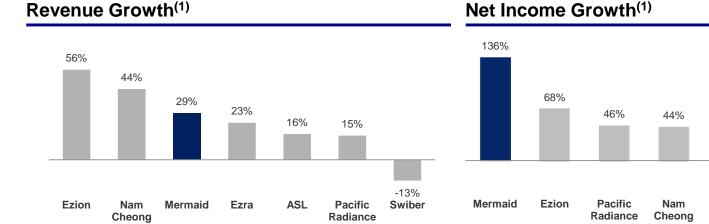
- ☑ 29% Revenue and EBITDA CAGR
- ☑ 136% Net Profit CAGR

(1) Adjusted EBITDA includes AOD income

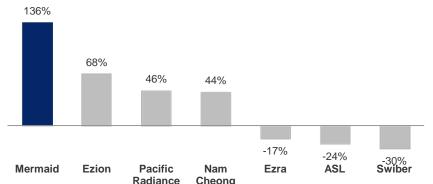
#### www.mermaid-maritime.com

# **5** Strong Financial Performance with Proven Track Record

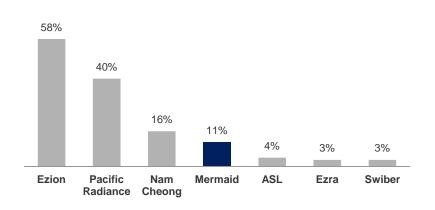




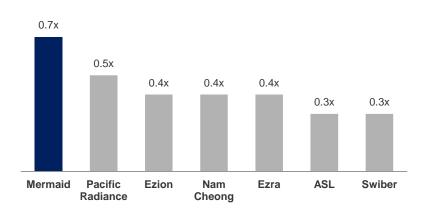
### Net Income Growth<sup>(1)</sup>



## Net Margin<sup>(2)</sup>



## Total Equity / Total Assets<sup>(2)</sup>



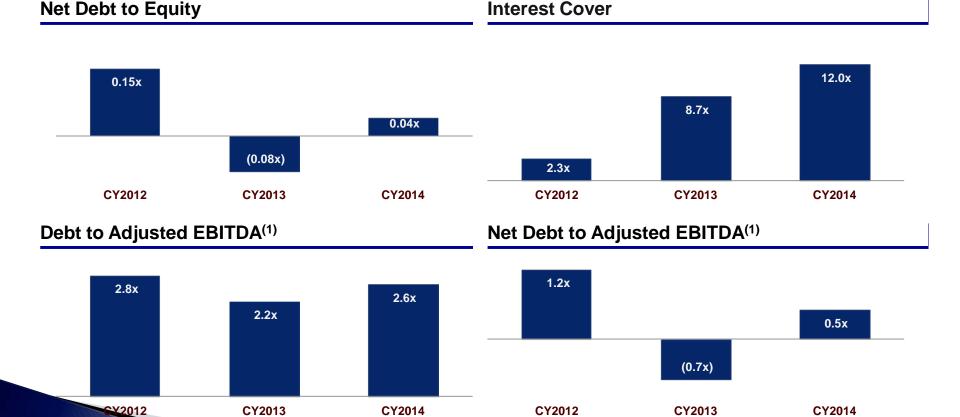
#### Source: Bloomberg

- (1)Compounded annual growth rates for the last three fiscal years
- Most recent fiscal year (2)

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# 5 Superior Balance Sheet With Limited Leverage

- ☑ Well positioned to weather the downturn
- ☑ Opportunistic acquisitions given declining vessel price markets
- ☑ Established MTN programme in May 2015 for potential fund raising

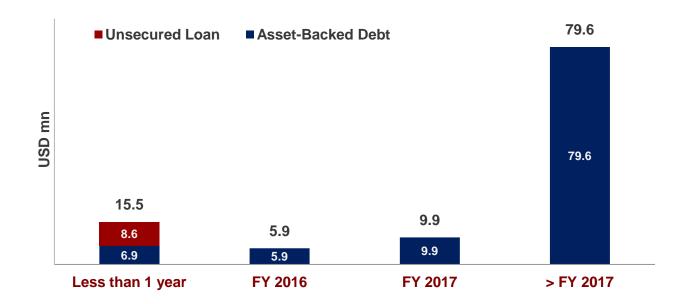


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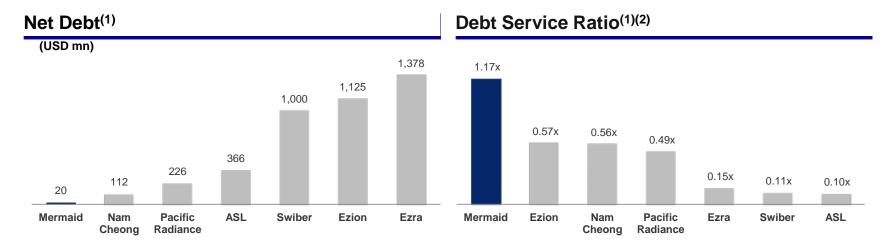
# 5 Superior Balance Sheet With Limited Leverage

## **Debt Maturity Profile**

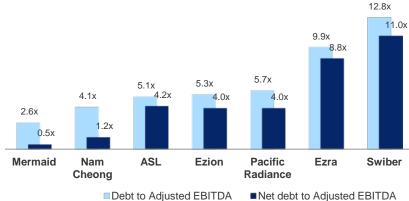




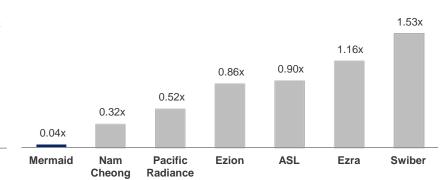
# 5 Superior Balance Sheet With Limited Leverage



## Debt to Adjusted EBITDA and Net Debt to Adjusted EBITDA<sup>(1)(3)</sup>



## Net Debt to Equity<sup>(1)</sup>



#### Source: Bloomberg

- (1) Most recent fiscal year
- (2) Calculated by dividing EBIT by the sum of net interest expense and short-term debt (including current portion of long-term debt)
- (3) Adjusted EBITDA includes AOD income

#### www.mermaid-maritime.com

# 6 Stable Management Team with Solid Execution







Mr. Joseph Chia

Executive Director



Dr. Jean Paul Thevenin Non-Executive

Director

Independent Director

Mr. Ng Cher Yan

**Key Executives\*** 

Independent Director

Independent Director

Dr. Jan Skorupa

- Strong vision to become a world class  $\checkmark$ service provider and to consistently enhance returns for stakeholders
- Leverage on extensive experience in  $\checkmark$ marine industry
- Continuous pursuit of product and  $\mathbf{\nabla}$ geographical expansion
- initiative  $\checkmark$ Talent management and extensive training
- Strategic expansion  $\checkmark$
- **Operational and financial discipline**  $\checkmark$



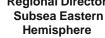
Mr. Paul Whiley



Mr. Neil Howie Mr. Peter Reichlmeier

Executive Director **Global Subsea** 

**Regional Director Regional Director** Subsea Western Hemisphere





Director

**Global Drilling** 

Mr. Joachim Toh



Mr. Katarat Suksawang **Chief Financial** Officer

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

## **Board Members\***



# **Company Strategy & Outlook**







## To be the Preferred Global Oil Service Specialist Partner

Leading Global Subsea Specialist 'From Tonnage to Service Provider'

**Premium Drilling Asset Owner & Operator in particular South East Asia** 

| Established<br>Dual Core<br>Competency          | <ul> <li>Solid track record</li> <li>Unified subsea brand gaining recognition</li> <li>Subsea expanding product &amp; region</li> <li>Established operator in less competitive tender rigs</li> </ul>  |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Superior<br>Market<br>Position &<br>Client Base | <ul> <li>Strong position in lower oil cost<br/>producing region</li> <li>Superior client base (pre-<br/>dominantly NOCs)</li> <li>Cross-sell abilities</li> <li>Resilient contract coverage</li> </ul> |
| Strong<br>Business                              | <ul> <li>Focused on drilling and subsea<br/>with complementary contract<br/>durations</li> </ul>                                                                                                       |

- Stable & resilient IRM business (day rate)
- Gradually moving up subsea value chain eq. cable laving

Leverage on Core **Competency to Build Brand & Premium Niche** Position

Leverage Capabilities for Growth

> **Create & Sustain Shareholder Value**

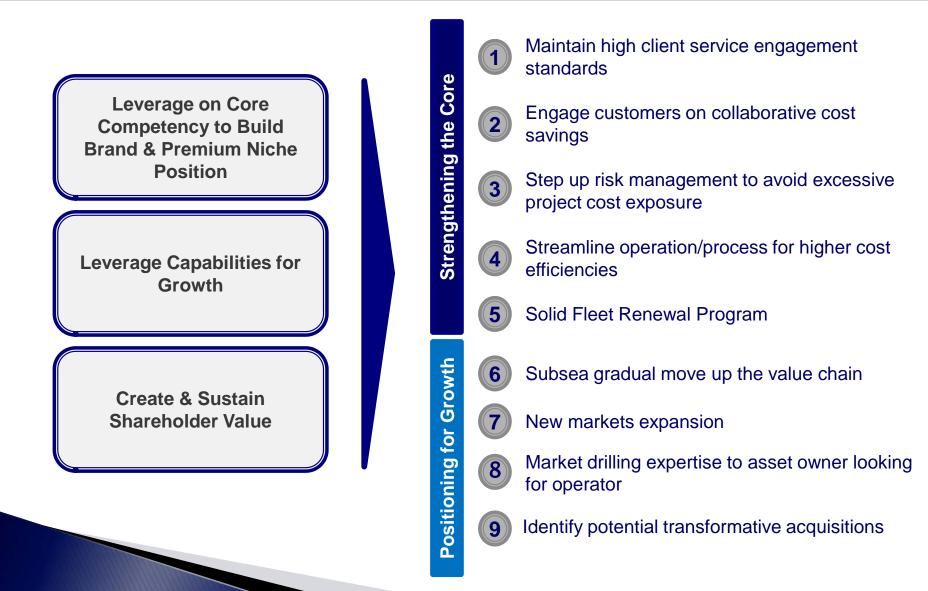
Model &

Focus



# **Strategic Initiatives**





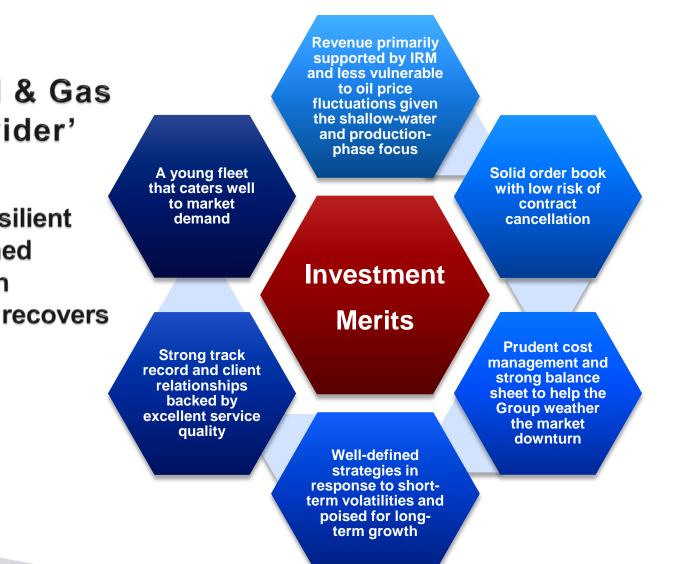


# **Company Outlook**

## A prominent

# **'Offshore Oil & Gas** Service Provider'

that is fundamentally resilient and well-positioned to capture growth when the market recovers





## **Mermaid Maritime Plc**

# **Investor Roadshow**

July 2015

**Investor Relations** 

David Ng Yanisa Dechapahul

+66 2 250 0570 Ext 293 ir@mermaid-maritime.com



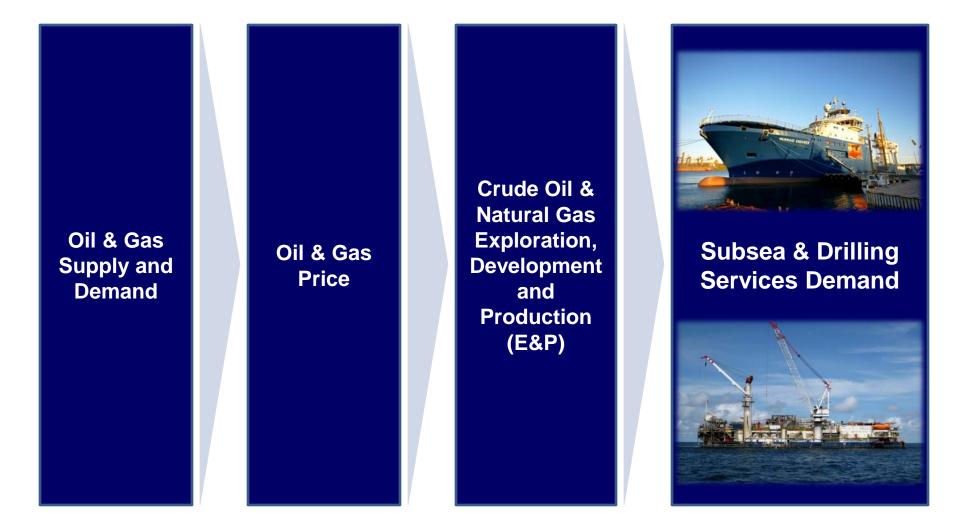
# **Industry Development**



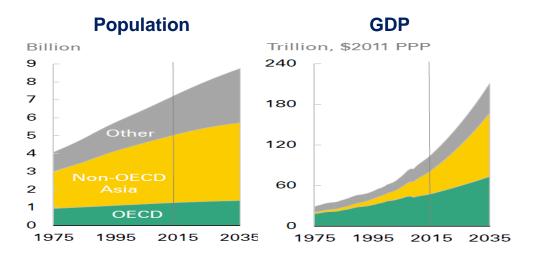
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# **Macro Industry Drivers**

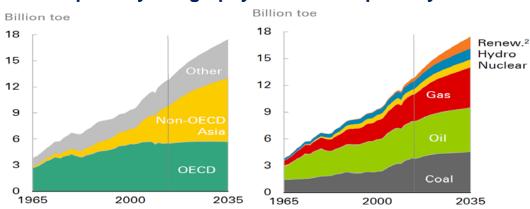




# Energy Demand Underpinned by Population and Income Growth



**Consumption by Geography** 



**Consumption by Fuel** 

✓ Global population is projected to reach 8.7 billion, i.e. an additional 1.6 billion people

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- ☑ Compared to today, global GDP per capita is expected to be 75% higher in 2035
- ☑ Energy consumption is expected to increase by 37% between 2013 and 2035, representing a cumulative average growth rate of 1.4% per annum
- ✓ Virtually all (96%) incremental growth is in the non-OECD
- ☑ Oil and gas remain the most dominant fuel for energy consumption

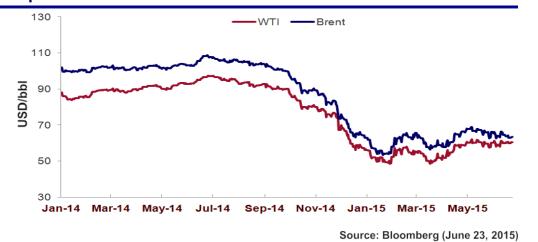
Source: BP Energy Outlook 2035

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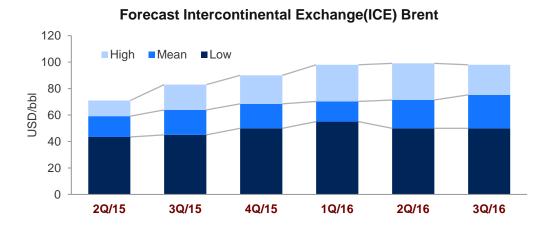




#### Oil price decline has stabilized since 1Q 2015



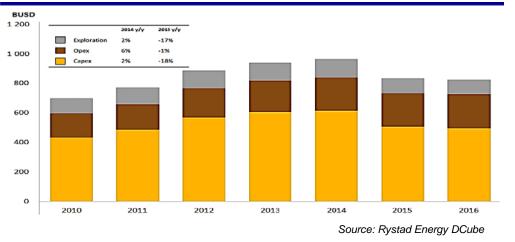
#### Bloomberg consensus expects Brent oil price to gradually recover to average US\$ 70/b by 1H 2015



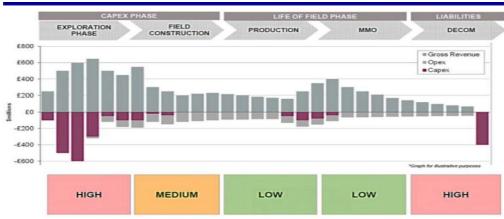
- $\mathbf{\nabla}$ U.S. Information Energy Administration (EIA) projects global consumption to grow by higher 1.3 million b/d in 2015 and 2016. vs. non-OPEC production growth of 1.3 million b/d in 2015 and 0.2 million b/d in 2016
- EIA expects inventory builds will moderate to 0.8 million b/d by 2016 as non-OPEC supply growth slows and demand continues to rise
- ✓ EIA forecasts Brent crude oil price to average USD 61/b in 2015, and USD 67/b in 2016 respectively

# Capex & Spending on Production Less Affected MERMAID MARIT Compared to Upstream Exploration & Construction

## Industry-wide cut on E&P spending



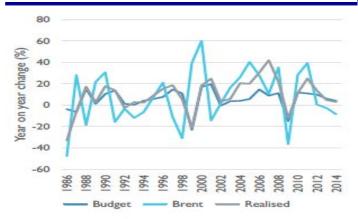
## More CAPEX heavy spending in early E&P cycle



✓ Historically, oil & gas industry CAPEX spending follows oil price trend

- Most oil majors cutting CAPEX in response to lower oil price, though mainly in exploration and field construction
- ☑ Demand in production phase remains resilient vs. exploration and construction
- ☑ OPEX is relatively more resilient, and expected to remain steady

# E&P CAPEX spending correlates highly with oil price

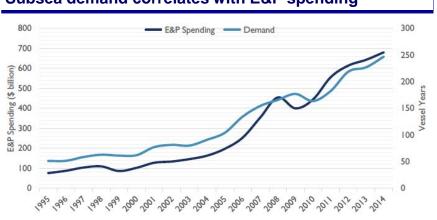


Source: Strategic Offshore Research

Source: Douglas Westwood

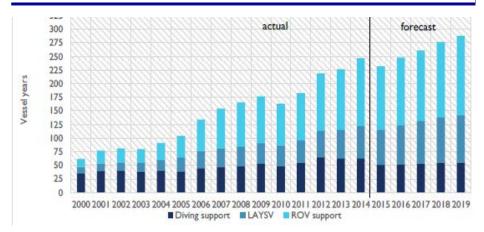
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# Subsea Market Expected to Recover from 2016 with Pickup in Demand...



## Subsea demand correlates with E&P spending





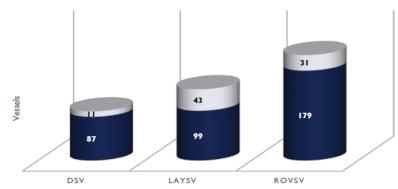
## ☑ Demand for subsea vessels likely to fall from 247 vessel years in 2014 to 232 vessel years in 2015

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- ☑ Demand expected to return to 2014 level in 2016 to continue its growth trend
- ☑ Supply of global subsea vessels expected to reach 450 by 2017

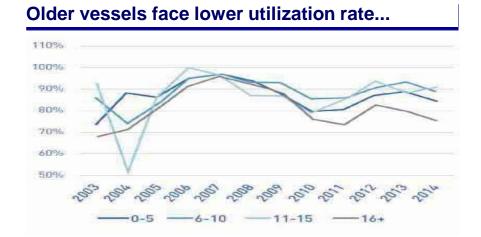
## Estimated subsea supply through 2017

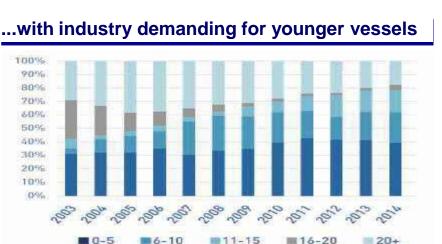


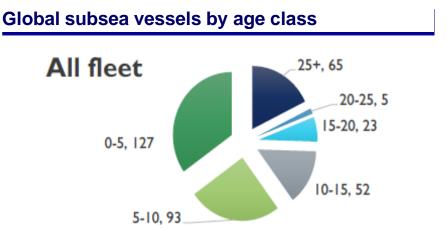
Solid columns: delivered; gradient columns: additions through 2017, active fleet includes subsea vessels currently, temporarily working outside markets

Source: The Global Subsea Market to 2019, Strategic Offshore Research

# ...And Especially for Younger Subsea Fleets





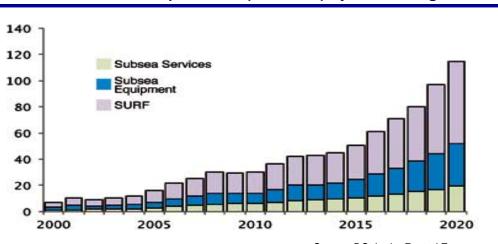


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- ✓ Approximately 1/5 of the global subsea vessel fleet is over 20 years old
- ✓ International contractors and operators are demanding for younger vessels to achieve higher operational efficiency and safety standards
- Also, growing demand for higher-end vessels capable of coping with increasingly harsh operating conditions

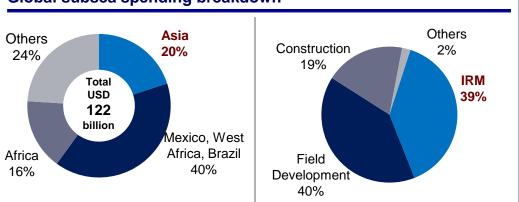
Source: The Global Subsea Market to 2019, Strategic Offshore Research

# Subsea IRM Market Remains Relatively Resilient



Global E&P subsea expenditure (\$ billions) by market segment

Source: DCube by Rystad Energy



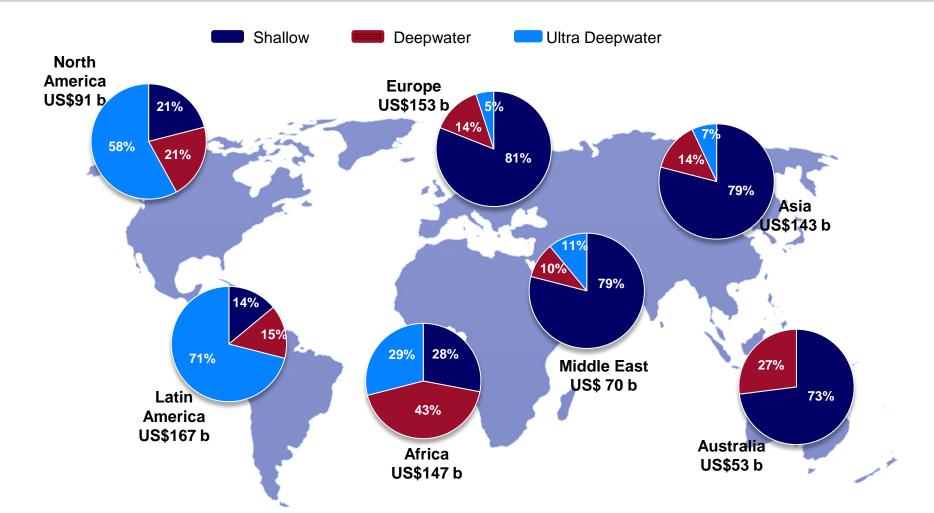
## Global subsea spending breakdown

- ✓ Douglas Wood estimates total subsea operating expenditure at USD122 billion from 2015 to 2019 (up 64% from the previous 5 years)
- ☑ IRM will be the key driver of global subsea spending (39%), and will account for 42% of total vessel operational day requirements
- ☑ Unlike field development spending, the IRM market is less associated with deepwater and is driven by spending for conventional, shallow water infrastructure
- ☑ IRM activities cannot be indefinitely deferred without affecting the integrity of offshore infrastructure
- ✓ Asia will comprise 20% of global subsea expenditure in the next 5 years, mainly driven by shallow water IRM and pipelayrelated activities

Source: Douglas Westwood

Source: Douglas Westwood

# Industry's Near Term Focus on Shallow Water Due to Lower Breakeven Costs



Source: Infield Systems Limited, Global Offshore EPIC Capital Expenditure 2014 - 2019

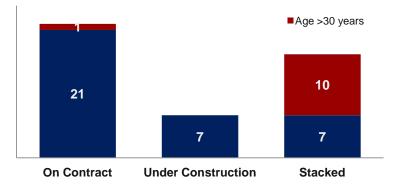


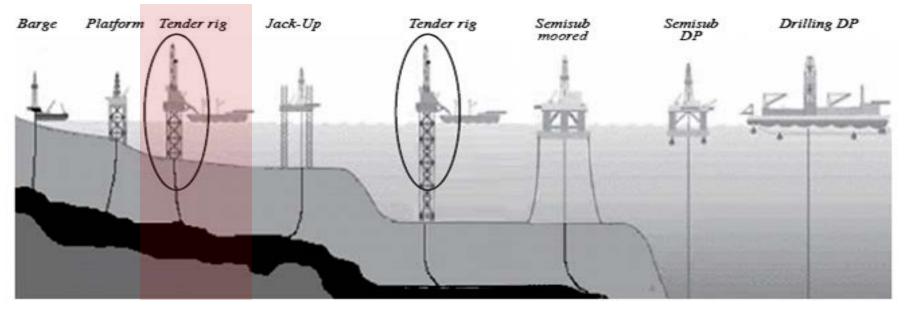
# **Stable Tender Rig Market**



- ☑ Tender rigs provide production drilling capabilities and can work in any seabed condition
- Preferred over jack-ups due to flexibility & lower cost
- Globally, there are 46 tender rigs managed by 13 players
- ✓ Established niche market and customer acceptance in South East Asia and West Africa

- Globally, 22 tender rigs are on contract
- 17 tender rigs stacked, of which 10 are over 30 years
- There are 7 tender rigs under construction





# ...With Steady Day Rates





- ☑ Day rates for tender rigs continued to inch upwards, unlike the other more cyclical asset rig classes
- Most recent reported fixture day rate was USD 135,000/day

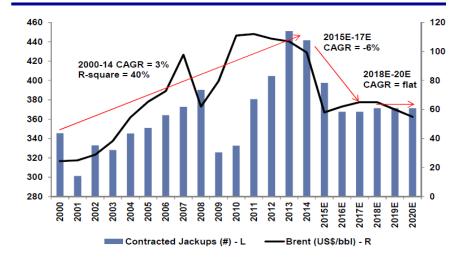


Source: Rigzone (June 24, 2015)



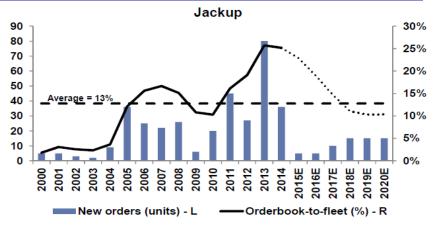


# **Challenging Jack-up Rig Market**



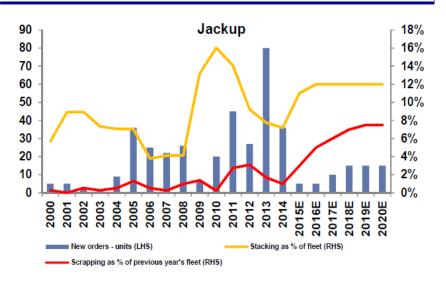
#### Lower global jack-up demand

#### All time high order book to fleet ratio



Source: Goldman Sachs

### Aggressive stacking and old rig scraping underway



- ✓ New rig deliveries expected to peak in 2015/16
- ✓ 143 of 200 rigs under construction scheduled to be delivered in 2015/16 (Apr 2015)
- ✓ 49% floaters and 94% jackups under construction yet to secure contracts
- ✓ Drillers are both postponing rig delivery from yard and scrapping old rigs to slow down supply growth



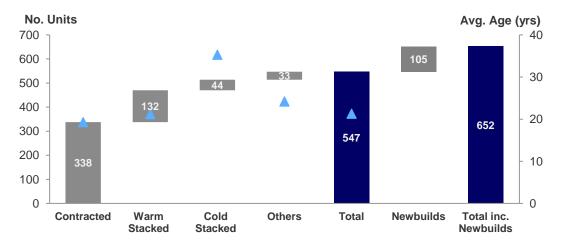


# **Better Performance for Newer Jackups**

- $\checkmark$ Increasing customer preference for new jack-up rigs
- $\checkmark$ 29% of global jack-up fleet are above 25 years
- High concentration of older jack-ups in  $\checkmark$ the Middle East
- Incoming new-build supply near term  $\mathbf{\nabla}$ expected to partially replace older jackup rigs



## Older jack-up rigs increasingly displaced by newer rigs



### >25 year jack-up by location

