

# Corporate Presentation

Non-Deal Investor Meetings with CIMB  
*Singapore, 2 March 2017*



Mermaid Maritime Plc



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

# Disclaimer

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# Corporate Introduction



[www.mermaid-maritime.com](http://www.mermaid-maritime.com)



**MERMAID MARITIME**  
PUBLIC COMPANY LIMITED

# MERMAID MARITIME

*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 courses



### Core Values

**R** • Respect for Customer, Shareholders, Employees, Service Partners, and General Public

**E** • Enhancing Value

**S** • Safety Commitment & Performance

**P** • Protecting the Environment

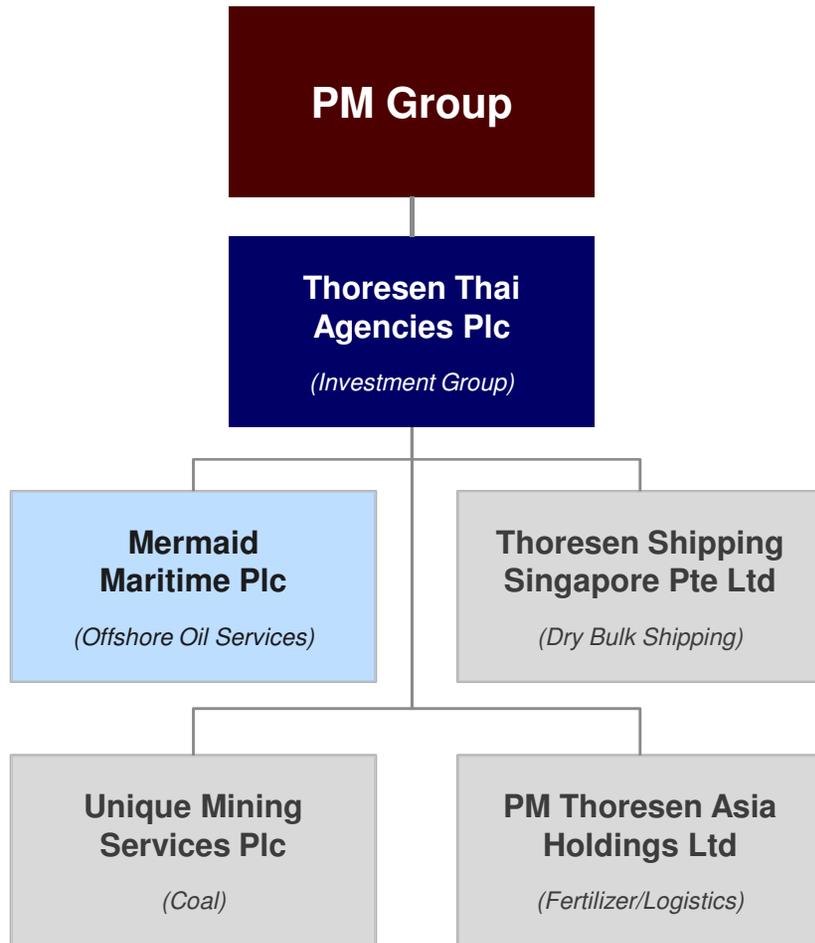
**E** • Ethical Business Standards

**C** • Compliance with Policies & Procedures

**T** • Technically Leading Solutions



# 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.
  - 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*

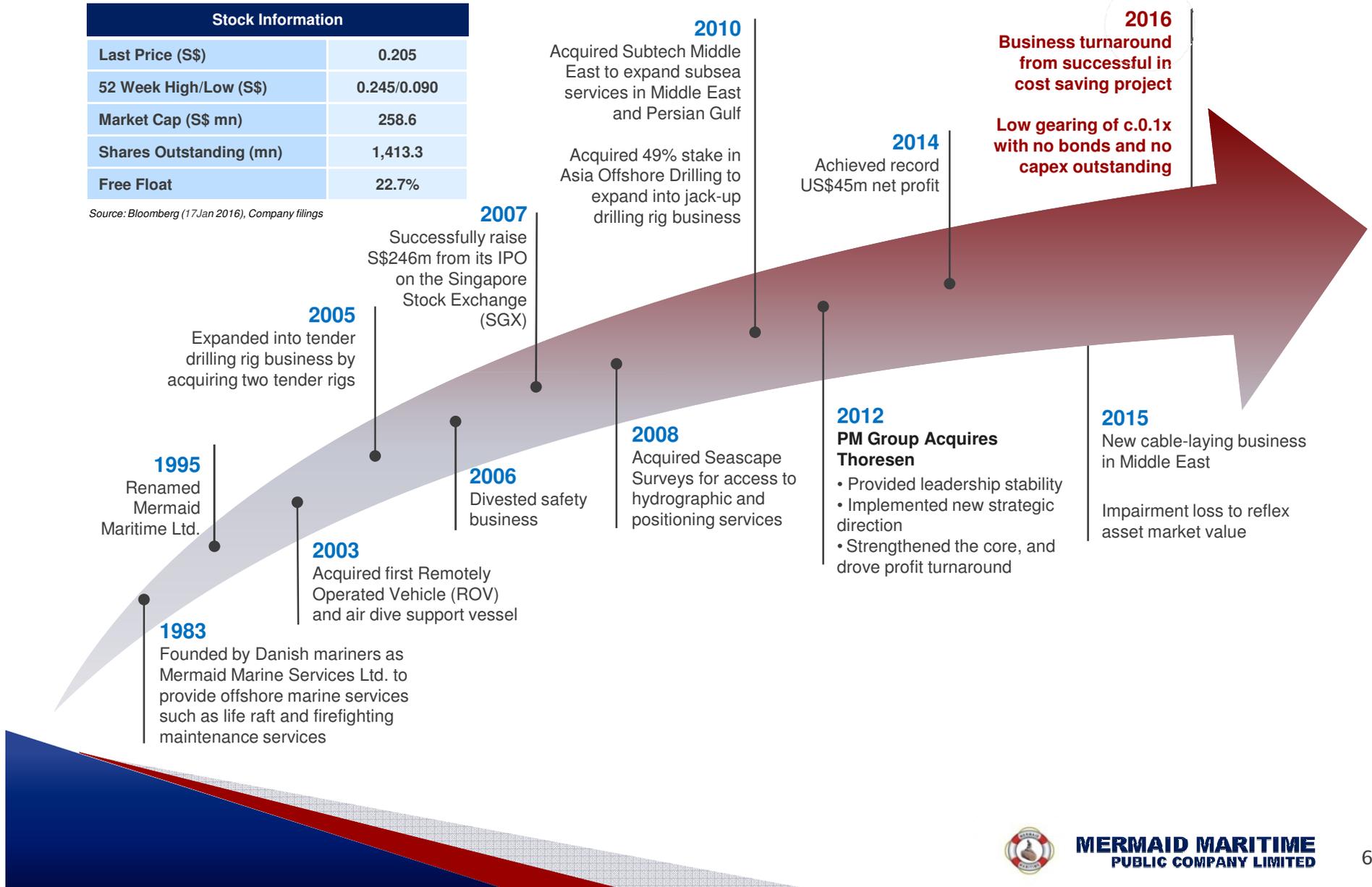
- ↳ Under the stewardship of PM/Thoresen Group, Mermaid has seen major earnings turnaround; tripling profits in last two consecutive years



# Performance Turnaround and Position Strengthened Under PM & Thoresen Guidance

Stock Information	
Last Price (S\$)	0.205
52 Week High/Low (S\$)	0.245/0.090
Market Cap (S\$ mn)	258.6
Shares Outstanding (mn)	1,413.3
Free Float	22.7%

Source: Bloomberg (17 Jan 2016), Company filings



# A Global Oil Service Specialist

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



Seismic      Appraisal Drilling      Development Drilling      Field Commissioning & Installation      Cable Laying      Maintenance & Inspection      Decommission

NOC/ Independents Spending Priority	●	●	●	●	●	●	○
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● Most Priority  
○ Least Priority



## DRILLING



**TENDER RIG** is a barge moored alongside platform and contains crew quarters, mud tanks, mud pumps, and power generating systems. 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 to a level 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



**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.

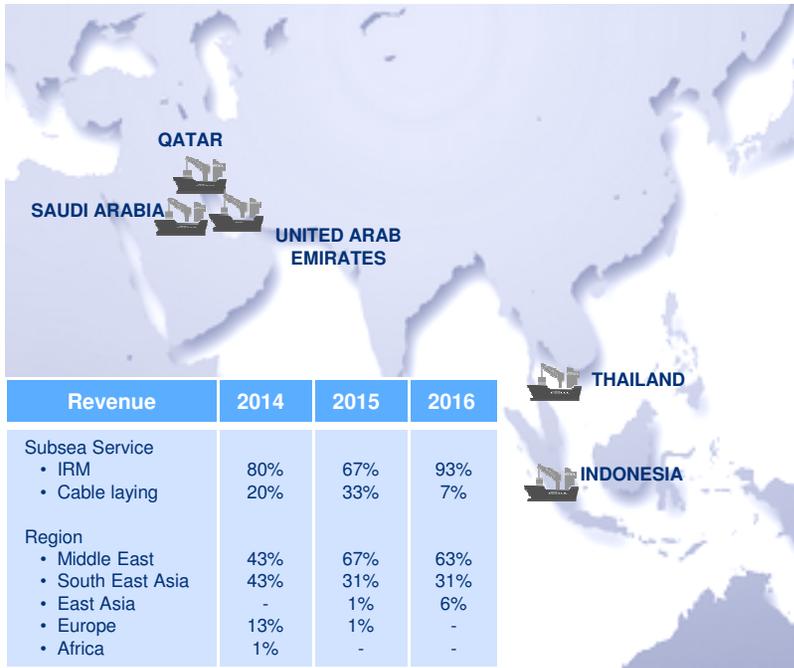


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# SUBSEA Leading Global Specialist

## Subsea Service

- Inspection, Repair & Maintenance (IRM)
- Infrastructure Installation Support
- Remotely Operated Vehicle (ROV) Support
- Cable & Flexible Pipe Laying



### Owned Vessels



**Endurer**  
Built 2010



**Asiana**  
Built 2010



**Commander**  
Built 1987

Type	DSV	DSV	DSV
Location	Middle East	Middle East	Thailand



**Sapphire**  
Built 2009



**Challenger**  
Built 2008



**Barakuda**  
Built 1982



**Siam**  
Built 1991

Type	RSV	MV	SS	DCSB
Location	Thailand	Thailand	Indonesia	Middle East

### Chartered-In Vessels



**Resolution**  
Built 2013



**Nusantara**  
Built 2010

Type	RSV	DSV
Location	Indonesia	Indonesia



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# 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



### 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

### 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 year drilling contract serving Saudi Aramco



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# Mermaid Subsea Services



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**Mermaid**  
SUBSEA SERVICES

# Mermaid Subsea Services



# Offshore Diving & ROV



## Light Construction, IRM (Inspection, Repairs & Maintenance) via:

- Mermaid owned/chartered DP2 DSV's & ROV SV's
- Air and Saturation diving
- Inspection and Work Class ROVs
- Survey, Positioning and Inspection (full reporting facilities)

## ROV Intervention (examples include):

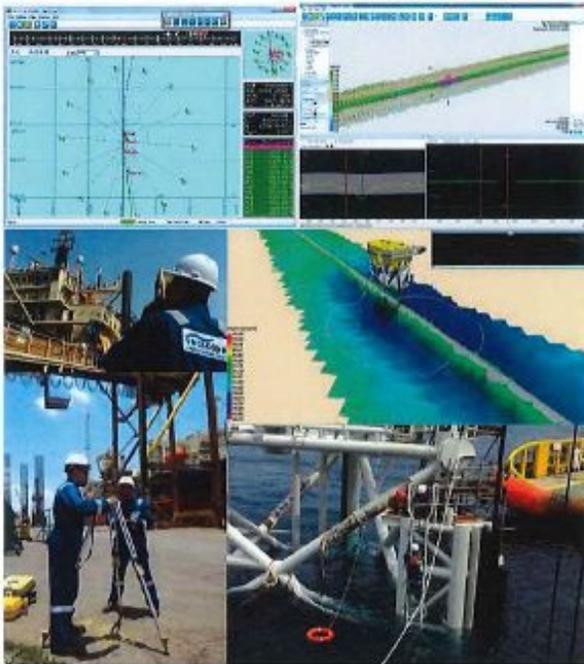
- Wellhead, valve operation
- Excavation, deburial, dredging, MFE
- Scour protection (mattress installation)
- ACFM – electromagnetic inspection technique
- High pressure water jetting (cleaning)
- Chain measurement (life extension survey)
- Free span correction (grout bag installation)

## Diving Intervention (examples include):

- Spool fabrication & installation
- Wet welding, Oxy Arc cutting
- PLEMs, Wyes & Tees
- Flexible Risers & Umbilicals
- Hot Taps
- Subsea structure repairs
- Decommissioning
- Riser installation



# Survey & Positioning



Offshore Construction Support; provides a wide range of survey and positioning services onboard offshore installation and construction vessels and barges.

- Shallow water construction support: Pipelay, trenching, Heavy lift, Cable / Flexible lay
- Deep water construction support: LBL array positioning, Acoustic Metrologies, J-lay, Heavy Lift, Cable/ Flexible lay

Offshore Survey Services; performing a wide range of marine survey projects.

- Geophysical survey: Pre engineering route surveys, feasibility studies, UXO surveys, Environmental baseline studies, Salvage operations, River navigability studies, dredging support, IHO high resolution bathymetric surveys
- Geotechnical survey: CPT, Vibrocore, Dropcore, Piston core, Rotatory drilling options, ROV sampling

Positioning of DP vessels; providing surface and subsea positioning services onboard dynamically-positioned (DP) vessels



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# Inspection Services



Seascope maintains an in house inspection and reporting division, providing a high level of service and support using a pool of multi-national, highly skilled and trained inspection personnel.



- Inspection Coordinators
- CSWIP 3.4u Subsea Inspection Controllers
- CSWIP 3.1u and 3.2u Inspection Divers
- Report writers, QA/QC
- Data processors & Data Managers
- Systems technicians

Significant experience with (Seascope owned hardware/software):

- COABIS software
- VisualSoft
- IRIS eventing systems

Seascope offers fully integrated pipeline and platform inspection services, including reporting



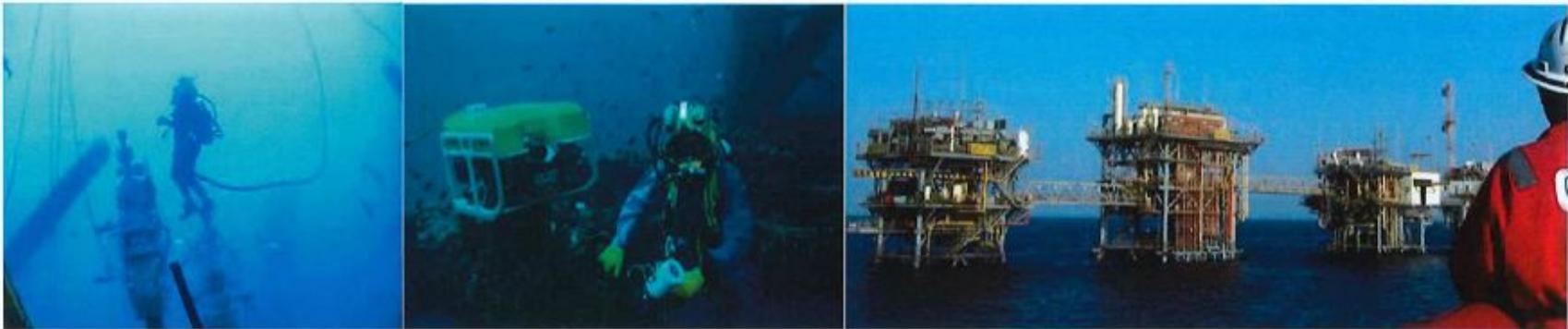
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# Project Management

## Standard Deliverables of Mermaid Subsea Projects:

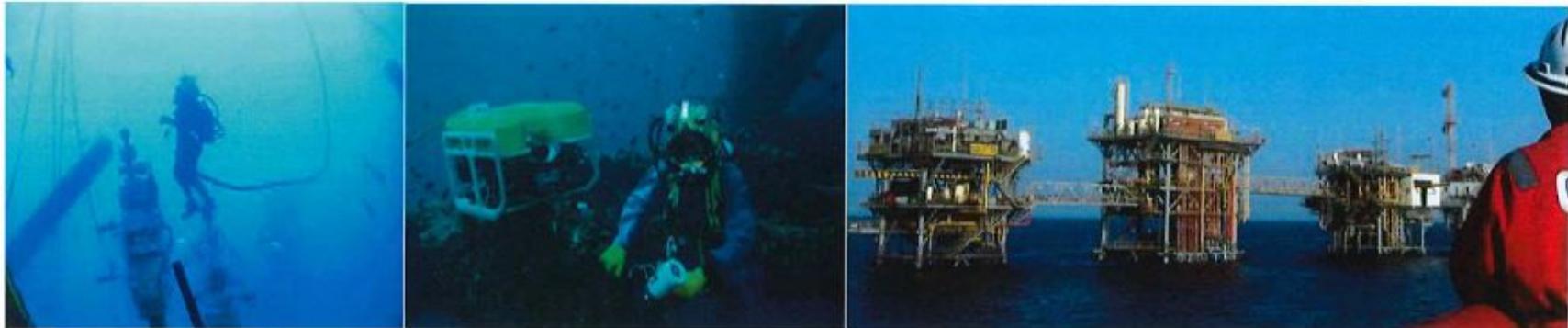
- Safety Management System Interface (Bridging) Document
- Medical Emergency Response Procedure
- Emergency Response Contact List & Flow Chart
- QHSE Plan
- Management of Change
- Project Specific Work Procedures
- HAZID Identification & Risk Analysis
- Mobilization & Demob Plans



# Project Delivery

## Why select Mermaid Subsea for your Project Delivery?

- One stop solution provider
- Comprehensive planning & execution processes
- Proven consistent and efficient delivery
- Peace of mind from robust QHSE system
- Reduced risk via rigorous subcontractor management
- Responsiveness & flexibility to meet Client requirements
- Integrity, reliability and value for money



# Engineering

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## Experienced In-House Engineering Team

Discipline specialists: Mechanical, Structural, Electrical, Marine, Remote Equipment, Draughting

Strategic alliances with specialist third party engineering and design partners: e.g. Trenching, Pipeline repair, cables, flexible & umbilical engineering

## Capabilities:

Project Engineering, Tender Support, Client Technical Interface, Installation Analysis, Mobilisation Engineering, Procedure Development & Offshore Support, System Integration Testing, HIRA Support, Ad-Hoc Engineering Requirements



# Cable / Flexible Installation

Mermaid is a leading and innovating service provider within the subsea cable installation market:

Mermaid has completed a number of submarine cables, flexible & umbilical installation projects. Projects have been executed safely, efficiently and successfully for high profile clients including:

ارامكو السعودية  
Saudi Aramco



LS Cable & System

HYUNDAI  
HEAVY INDUSTRIES CO., LTD.



Saipem



Our expertise comprises a variety of services:

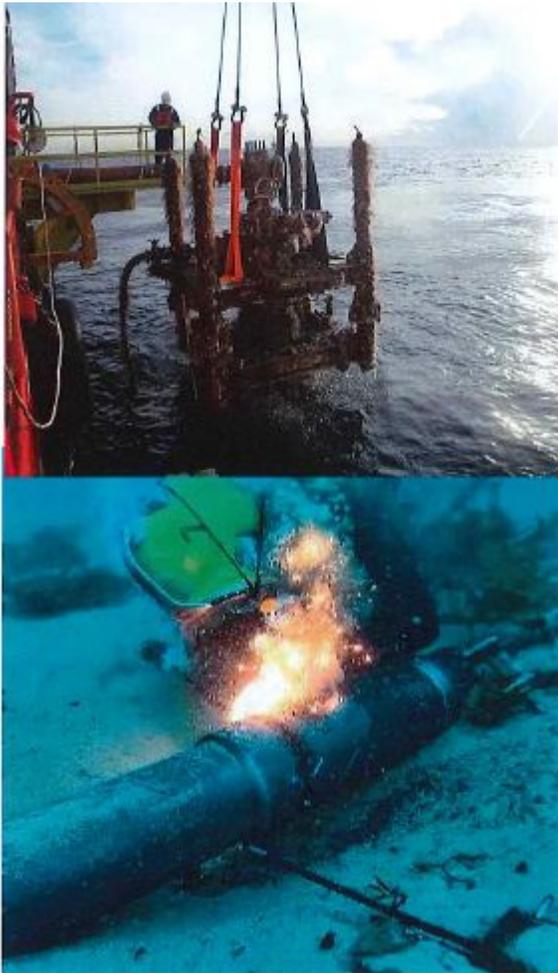
- Cable installation & trenching
- Cable protection and /or burial
- Cable transportation
- J-tube installation
- Crossing preparation /installation
- Cable shore pull-ins
- Cable platform pull-ins
- Repair & maintenance subsea cables
- Equipment design, engineering & manufacturing
- Engineering studies



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# Decommissioning

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## Relevant Experience

- **Chevron Indonesia 5 x subsea wellhead decommissioning** project completed this year (Saturation Diving, WROV, Hot Tapping, Cold Cutting, Wellhead Flushing, Grouting, Survey & Positioning).
- Strong track record of experience decommissioning FSOs, recovering PLEMs and flowlines.
- **Significant in-house experience**; our personnel have seasoned experience in decommissioning services and participate in delivering presentations on decommissioning to the industry as well as consultative discussions with operators.
- **Underwater broco-cutting** – extensive experience cutting conductors and supports; same principle as cutting jacket legs.
- **ROV Intervention** or assistance placing equipment, as well as inspection and observation.



# Decommissioning



## Relevant Experience

- **Cold cutting** - extensive experience with cold cutting techniques (typically conductors, risers and pipelines), particularly diamond wire cutting (ROV or Divers).
- **Contamination risk** - over the years we've been involved with the cutting and removal of many pipeline sections contaminated with mercury. We've developed experience and procedures to manage such subsea and topside risks.
- **Strong Industry connections** with engineering, PM, environmental / decontamination management, and barge companies that could be turned into joint venture type structures to offer clients turnkey solutions.
- **No single method** of decommissioning; appropriate method depends on many variables. Accordingly the starting point is to do an engineering & environmental assessment of the asset to be de-commissioned.



# Solid Mix of OSVs



- **Mermaid Commander**  
1987 – DP2 DSV  
16 man twin bell SAT system  
90 berths
- **Mermaid Asiana**  
2010 – DP2 DSV  
12 man SAT system  
100 berths
- **Mermaid Endurer**  
2010 – DP2 DSV,  
18 man SAT system  
86 berths
- **Mermaid Nusantara**  
2010 – DP2 DSV  
15 Man SAT System  
120 berths
- **Mermaid Siam**  
2002 – DP2 Barge  
10 man Portable SAT system  
142 berths
- **Mermaid Sapphire**  
2008 – DP2 ROVSV  
Quasar Compact – 60 berths
- **Resolution**  
2013 – DP2 ROVSV  
Quasar Compact – 60 Berths
- **Mermaid Challenger**  
2008 - DP1 AHST – 30 berths
- **SS Barakuda**  
1982 Indonesian flag – 30 berths



# Work History

National Oil & Gas Companies	International Oil & Gas Companies	Major EPCIC Contractors
<p> <b>Qatar Petroleum</b>  <b>ارامكو السعودية Saudi Aramco</b>  <b>PERTAMINA</b>  <b>PTTEP</b>  <b>قطر للغاز QATARGAS</b>  <b>ADGC</b>  <b>مبادلة MUBADALA</b>  <b>PETROVIETNAM PTSC</b>  <b>RasGas</b> </p>	<p> <b>Chevron</b>  <b>bp</b>  <b>Shell</b>  <b>TOTAL</b>  <b>ConocoPhillips</b>  <b>MAERSK OIL</b>  <b>ExxonMobil</b>  <b>PremierOil</b>  <b>MURPHY OIL CORPORATION</b>  <b>TALISMAN ENERGY</b>  <b>HESS</b>  <b>OXY</b> </p>	<p> <b>BIBBY OFFSHORE</b>  <b>Eni</b>  <b>Saipem</b>  <b>CUEL</b>  <b>HYUNDAI HEAVY INDUSTRIES CO.,LTD.</b>  <b>NPCC</b>  <b>MICOPERI</b> </p>



# Financial Review



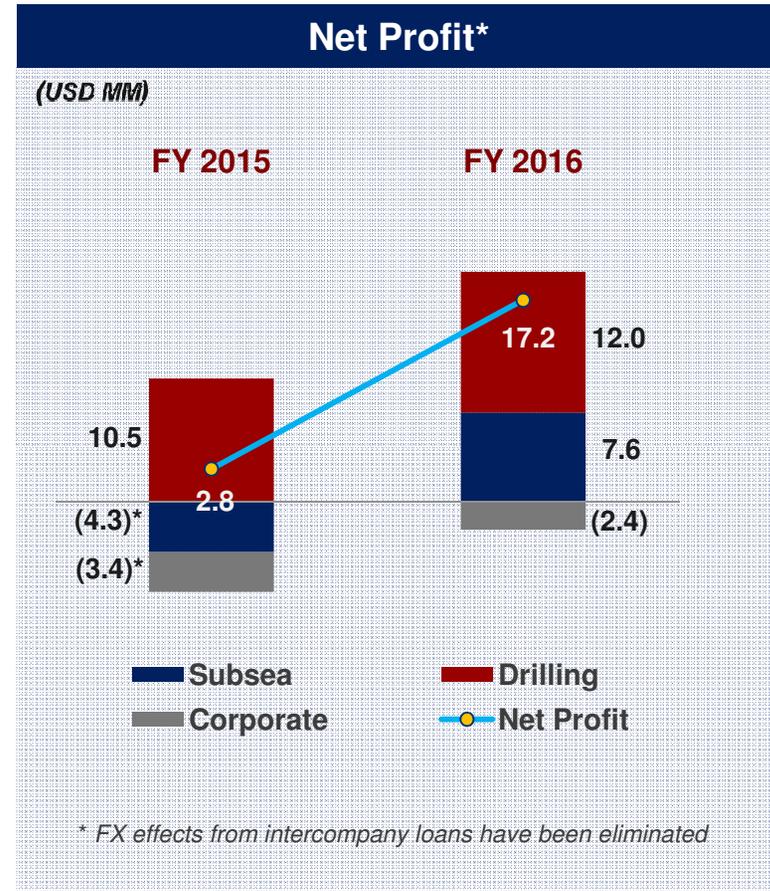
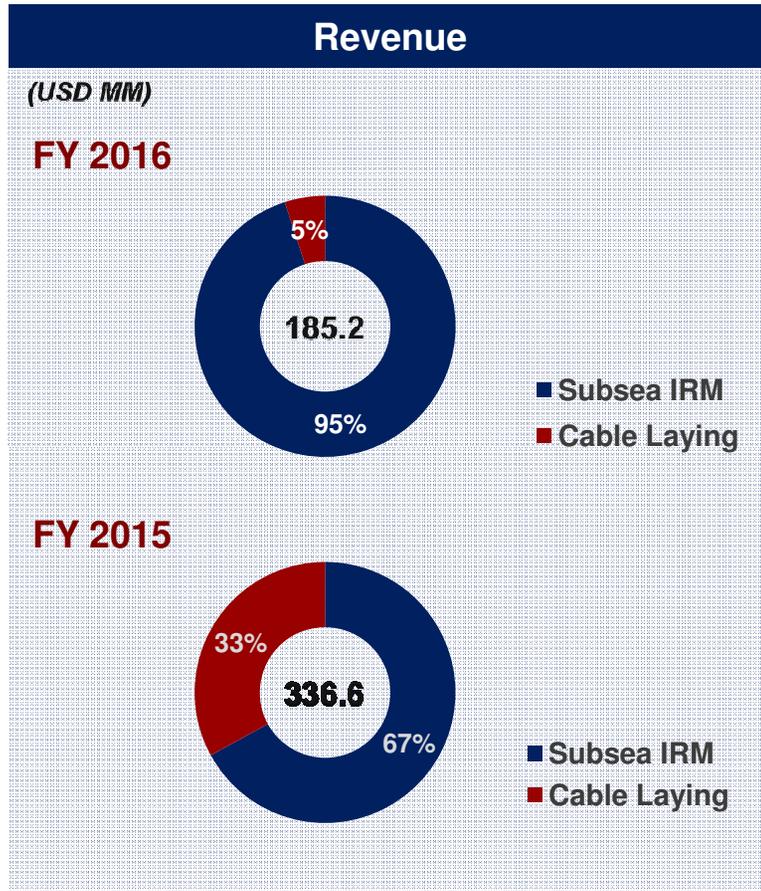
# FY 2016 Profit & Loss

USD MM		FY 2016	FY 2015	Δ %
Turnover		185.2	336.6	(45.0)
EBITDA*	Day rate drop, cold stacked vessels and Cable lay slowdown	27.4	18.9	45.0
Profit From Operations (excluding on-recurring items)		17.9	6.7	167.2
Profit From Operations		17.9	(227.4)	NM
EBIT		6.4	(117.0)	NM
Associates & JV Equity Income		11.5	(50.4)	NM
Finance Cost		(3.5)	(3.4)	2.9
Profit Before Tax		14.4	(230.8)	NM
Tax Benefit (Expense)		2.8	(0.5)	NM
Net Profit (excluding non-recurring items)		17.2	2.8	514.3
Net Profit	Successful in Cost saving program	17.2	(231.3)	NM
EPS (US cents)		1.2	(16.2)	Impact from Impairment USD 228.5m

\* Excluding impairment loss



# FY 2016 Segmental Contribution



## FY 2016 resulted in positive Cash Flows

USD MM	FY 2016	FY 2015
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>		
Before Changes in Working Capital	37.5	34.4
Changes in Working Capital	19.1	(17.9)
Tax Paid	(3.7)	(6.6)
Others	(3.9)	(3.6)
Net positive cash flow from Operation	→ <b>49.0</b>	<b>6.3</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
Dividend and Interest received	7.1	7.0
Capital Expenditure, Investments and Deposit	(33.3)	(26.6)
	<b>(26.2)</b>	<b>(19.6)</b>
<b>FREE CASH FLOW</b>	<b>22.8</b>	<b>(13.3)</b>



# Balance Sheet remains healthy

USD MM	31 Dec 2016	31 Dec 2015	Δ (%)
Current Assets	174.1	199.0	(12.5)
Non-Current Assets	298.0	300.8	(0.9)
<b>Total Assets</b>	<b>472.1</b>	<b>499.8</b>	<b>(5.5)</b>
Current Liabilities	51.5	172.9	(70.2)
Non-Current Liabilities	82.3	5.9	1294.9
<b>Total Liabilities</b>	<b>133.8</b>	<b>178.8</b>	<b>(25.2)</b>
<b>Total Equity</b>	<b>338.3</b>	<b>321.0</b>	<b>5.4</b>
Property, Plant and Equipment	198.2	214.3	(7.5)
Bank Balances, Deposits & Cash	97.7	63.3	54.3
Total Borrowings	89.5	107.4	(16.7)

USD MM	31 Dec 2016	31 Dec 2015	31 Dec 2014
<b>Interest Bearing Debt</b>			
Asset-backed Financing	89.5	97.4	103.3
Unsecured Loan	-	10.0	9.4
	<b>89.5</b>	<b>107.4</b>	<b>112.7</b>
<b>Cash and Cash Equivalent</b>	<b>(97.7)</b>	<b>(63.3)</b>	<b>(93.4)</b>
<b>Net Debt / (Cash)</b>	<b>(8.2)</b>	<b>44.1</b>	<b>19.3</b>
<b>Shareholder Funds</b>	<b>338.3</b>	<b>321.0</b>	<b>565.9</b>
<b>Net Gearing</b>	<b>N/A</b>	<b>13.7%</b>	<b>3.4%</b>

## Liquidity indicators

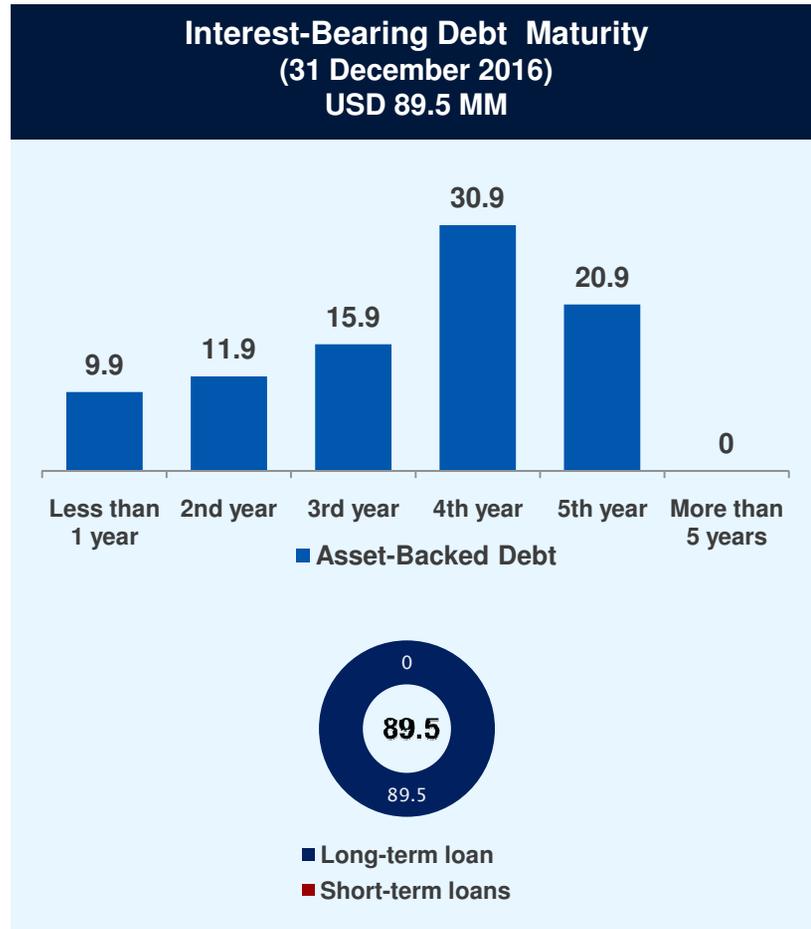
- Cash Balance = USD 97.7mm
- Current Ratio = 3.38x

## Leverage Ratio

- Debt to Equity Ratio = 0.40x
- Interest Bearing Debt to Equity = 0.26x
- Net Gearing = N/A *Net positive cash balance*
- DSCR = 1.27x



# Debt Maturity Profile



- In Financial Statements, USD 89.5M of LT loans, majority of debt maturity profile is 4 years onward, liquidity risk is low with high financial flexibility.





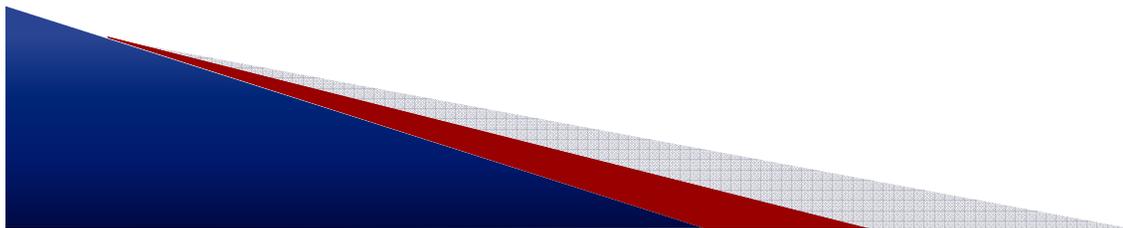
# Business Outlook and Positioning



# Business Outlook

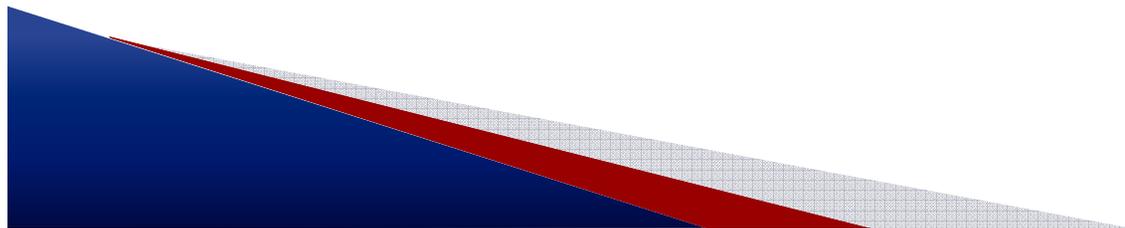
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<b>1</b>	Market appears to have turned the corner. Oil price is gradually stabilizing but note the time lag for subsea activity.
<b>2</b>	Competitor base has reduced as several other subsea companies exit. Remaining players in survival and adaptation mode.
<b>3</b>	Utilisation of key assets remains a key revenue driver. Cost cutting and consolidation remain essential.
<b>4</b>	Subsea firms need to become lean and mean but still retain the capacity to execute safely & efficiently, and expand when the turnaround happens.
<b>5</b>	Potential distressed asset purchases for those with the resources, ambition & client contracts.



# Business Outlook

6	All three jack-up drilling rigs 'AOD I', 'AOD II' and 'AOD III' secured contract extensions in Middle East for another three years until 2019 thus reducing downside risk as market recovers.
7	Mermaid Challenger, Barakuda, 'MTR-1' and 'MTR-2' are cold stacked to reduce cost and marketed for sale.
8	Cancellation of three new-builds ('MTR 3 & 4', and DSCV) in mutual agreement with shipyard puts to rest the risk of obtaining finance associated with those units.
9	Cash preservation is important to remain resilient until market recovery. Yet remain open for opportunistic asset acquisitions.
10	Mermaid leveraging on reputation and stability to access additional geographical markets and cross-sell services across regions.



# Mermaid – Industry Positioning



## Geographical coverage and shallow water focused

- Shallow water – more defensive and less affected by lower oil price.
- Local joint venture in cabotage-protected markets serving NOCs in those countries, Qatar, Saudi Arabia and Indonesia.



## IRM focused, new established cable laying and subsea engineering services

- IRM – Medium to long-term demand is expected to remain relatively intact which should bode well for ongoing production requirement.
- Cable and flexible pipe lay service expansion, additional engineering services.



## Track record of quality and safety, modern asset base

- Excellence operational and safety record and stable management team.
- Young subsea fleet with chartering-in plan to serve fluctuate demand.
- AOD's three jack-up drilling rigs contract extended to 2019.



## Fiscal Discipline

- Retain low gearing and sufficient cash reserve.
- Flexibility to take advantage of any opportunistic and organic growth that may present itself in the present time.

