



13 September 2017

Pareto Oil & Offshore Conference

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# Agenda

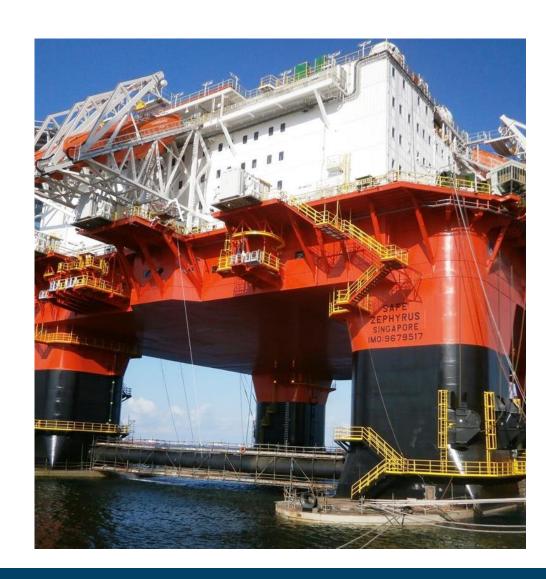
- Introductory Highlights
- Plan the work Work the plan
- Status and outlook
- Summary





### Who we are

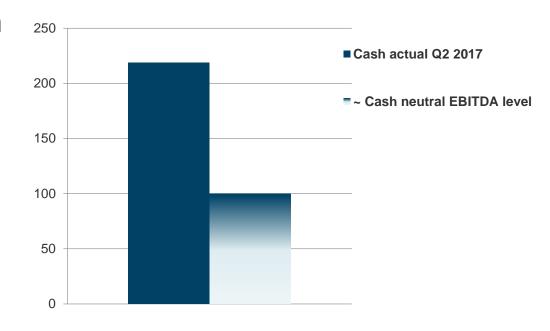
- World's most diversified fleet of 8 semi-submersible accommodation-, service- and safety vessels and one monohull under management, three new builds and one TSV vessel
- Mid to late cyclical, typically exposed to brownfield MMO type work as well as hook-up & commissioning and decommissioning
- Book value of total assets is ca. USD 2.7 billion / Book equity 40%. 550 employees
- Headquartered in Cyprus offices in Brazil, UK, Norway and Singapore
- Working the plan to be the world leader within offshore accommodation





## A billion dollar runway through 2020

- Improved cash flow 2017-2020 of more than USD 1 billion
- Cash neutral on average at EBITDA of approx. USD 100 million
- 2017 EBITDA guidance of approx. MUSD
   120
- Positioning for 2020 and beyond



### Events over the past year

- Contracting success:
  - Awarded 12 month firm contract for Statoil at Johan Sverdrup with commencement mid-2018
  - Safe Notos commenced three-year and 222 day contract for Petrobras in Brazil
  - August 2017, Safe Boreas commenced 13 month firm contract for Statoil in the UK
- Activity is on the increase, but from a low level
- TSV Safe Scandinavia operating well for Statoil at Oseberg, firm contract until end June 2018
- Fleet renewal, consolidation and cash-flow protection
  - Acquired Axis Nova and Axis Vega
  - Sold 5 vessels for scrap
- Changing the way we work



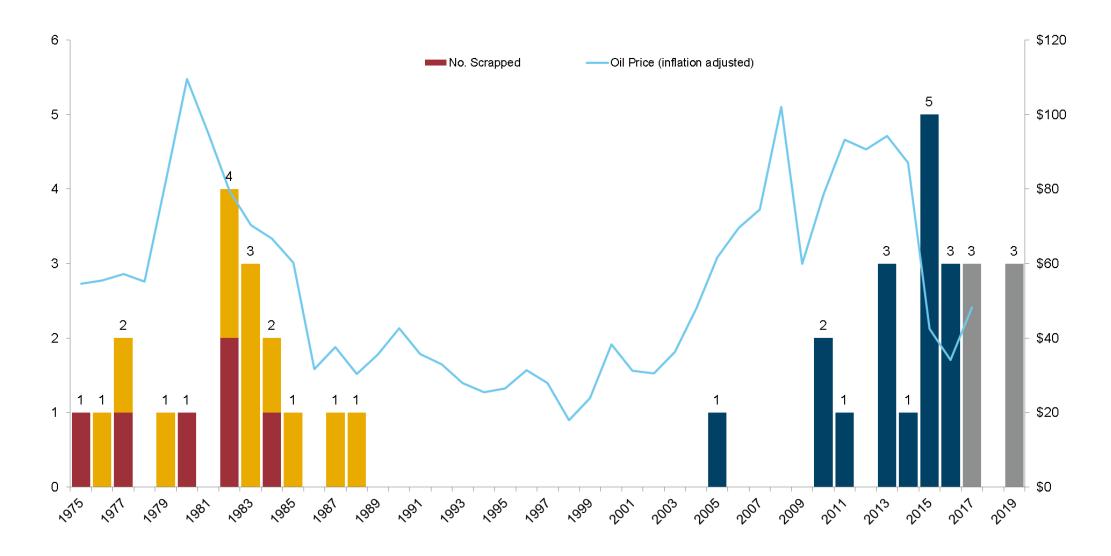
# Significant reductions in cost and capex

	2011-2015 annual average levels	Initial target levels (Pareto Sept. 2016)	Run rate (May 2017)
Onshore operating cost	USD 40m	USD 28-30m (-25-30%)	USD 22m (-45%)
Annual fleet capex <sup>1)</sup> 1) Excluding new-builds and conversion	USD 60m	USD 20-30m	USD 10-15m
Headcount reduction (in %)		35-40% onshore	Ca. 50% onshore

Opex (CPD k/d)* (figures in USD)	NCS/UK	NCS (TSV)	UKCS	Brazil
* Excl. fuel cost, any additional crew and project related costs	DP	Moored	Moored	DP
2014	75-80/60-65	100-105	50-55	60-65
2017e	60-65/40-45	85-90	30-35	40-45
% reduction	19%/32%	15%	38%	32%



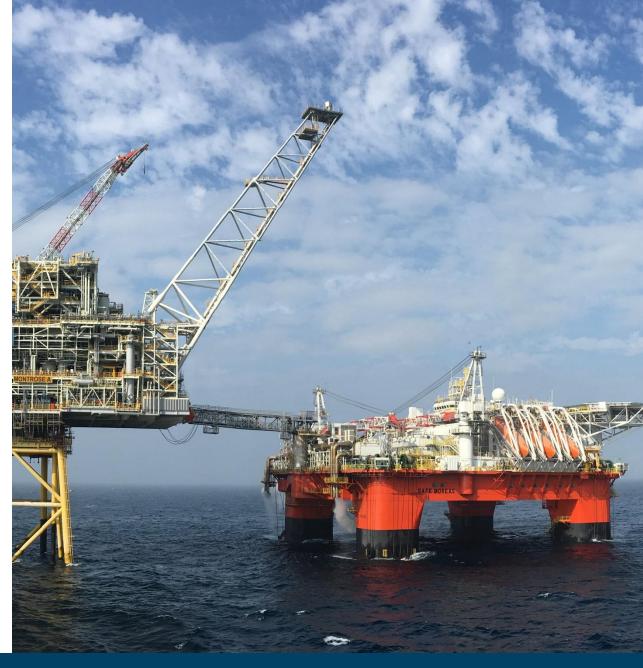
## Contributing to fleet renewal and high-grading





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# Proactive in restructuring of the industry



#### **Creation:**

Merger between Procon Offshore and Safe Offshore



### Growth and consolidation:

- 1. Acq. of Discoverer ASA
- 2. Acq. of Safe Scandinavia
- 3. Acq. of Regalia
- 4. Acq. of Polyconcord/SH
- 5. Acq. of Consafe Offsh.



### Fleet renewal and rightsizing:

- 1. Renewal
- 2. Conversion to TSV
- 3. Scrapping



#### **Engaging in M&A:**

1. Acq. of Nova/Vega



### «Next phase restructuring»

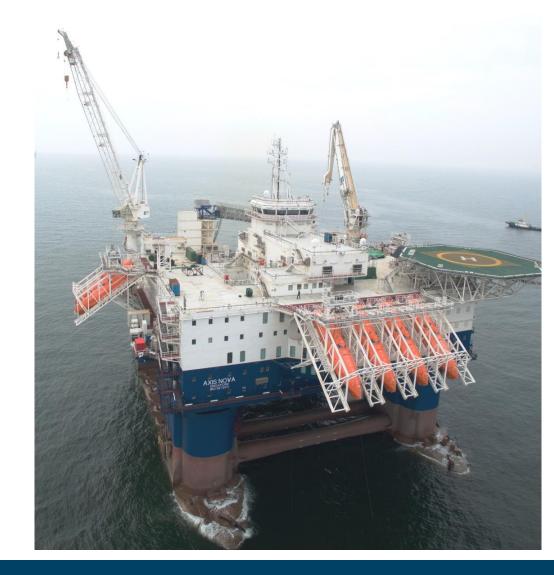
- 1.Consolidation
- 2. More scrapping

1997 1998-2006 2011-2016 2016 2017+



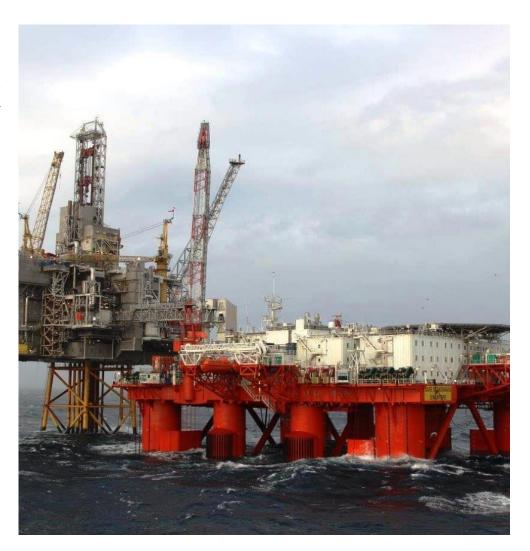
# Fleet renewal – controlling 3 new builds at COSCO

- Negotiations with COSCO regarding Safe Nova,
   Safe Vega and Safe Eurus ongoing
  - The standstill agreement between Prosafe and COSCO related to Safe Nova and Safe Vega has been extended until December 2017
- Looking for optionality and value creation potential from financing terms, price and timing of delivery
- Solid downside protection (Nova and Vega) in cancellation rights with approx. USD 60 million secured by a refund guarantee from Bank of China



## TSV Safe Scandinavia – Westcon dispute

- Court proceedings commenced 22 August 2017
- The yard's budget for the work matured to approx. NOK
   1.07 billion after several revisions
- Total cost claimed by yard approx. NOK 2.4 billion
  - Prosafe has already paid approx. NOK 2.1 billion
  - Yard has claimed additional approx. NOK 300 million\*
- Prosafe has claimed:
  - Re-payments of approx. NOK 300 million\*
  - And compensation for losses in connection with delayed start-up of contract
- Expect ruling around year-end





<sup>\*</sup> excl. interest and legal cost

## Safe Scandinavia – drilling support at Oseberg

- Firm contract with Statoil until end June
   2018 at Oseberg on the NCS
- Strong operational and technical performance
  - Drilling program well ahead of plan
- Focus on Safety & Compliance
- Focus on positioning the TSV Safe
   Scandinavia towards and beyond 2018

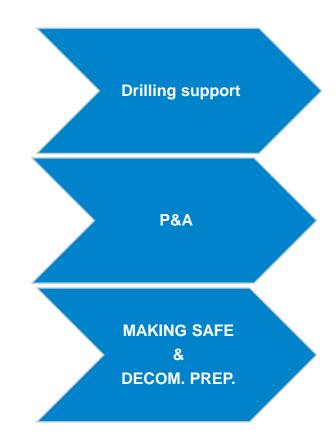




## Safe Scandinavia – capabilities

- Target mature platforms, which either do not have facilities or infrastructure, or require significant upgrade and re-commissioning to perform
  - Permanent Plug and Abandon (P&A)
  - Well intervention
  - "Making Safe" / other Decommissioning preparation activities concurrently with well abandonment
- P&A and Decommissioning projects
  - Ambition to reduce the total project time for P&A,
     "Making safe" / Decommissioning preparation by up to 30-50% with activities undertaken in parallel

#### Planned concurrent activities:





# Agenda

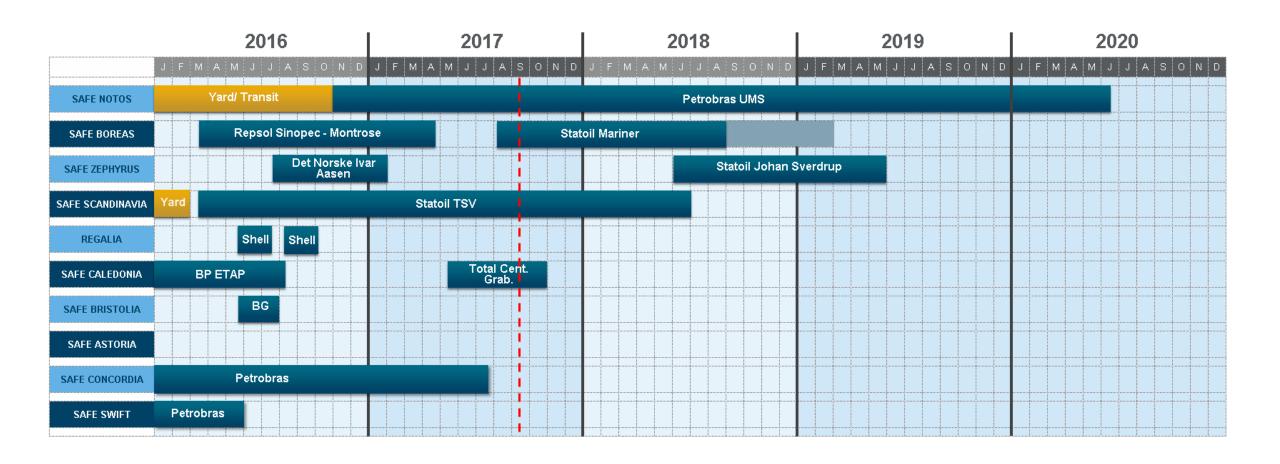
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### Contract portfolio

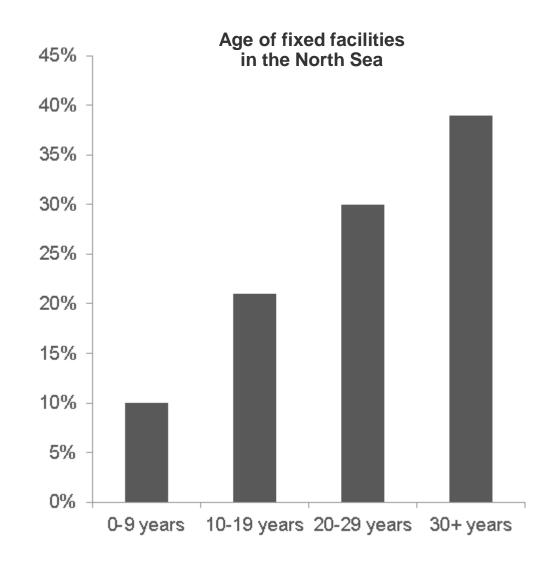
Firm order book at end Q2 2017 of approx. MUSD 443





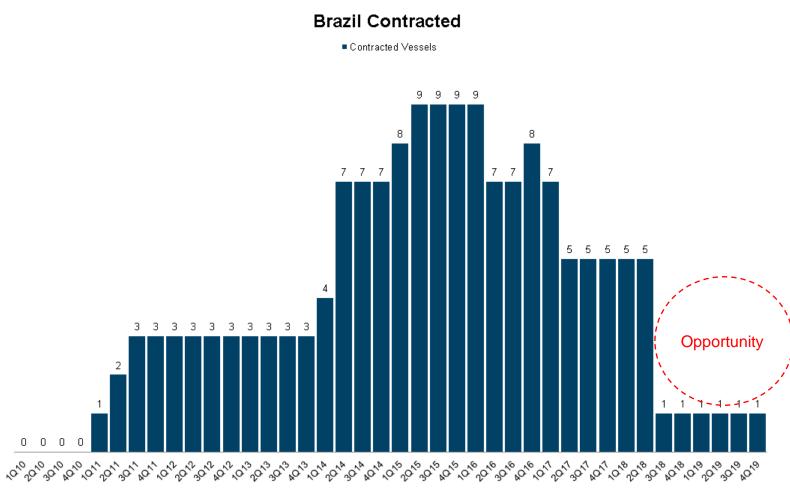
### Outlook - North Sea

- Currently low tendering activity due to low and deferred operator spending
- Longer term, expect increased tendering and contracts related to support accumulating maintenance backlog and modification work at ageing infrastructure in the North Sea
- Prospects developing, although trending towards 2019 onwards





### Outlook - Brazil



GTD: General Technical Description (minimum technical requirements) Source: Prosafe

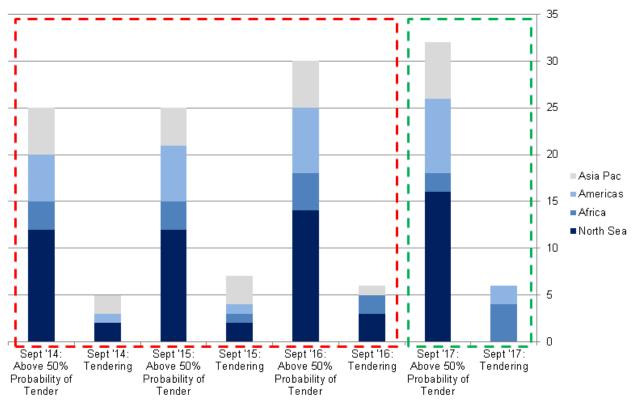
- Petrobras technical specifications ('GTD') have evolved substantially since 2010 some of the highest requirements of any operator significantly reducing the compliant supply in Brazil
- 9 vessels of 8 owners operating in 2015
- Presently 5 vessels contracted, reducing to 1 vessel by mid-2018
- Anticipated tender activity to address vessel shortage



## Prospects and tendering – Prosafe business intel

- Six tenders ongoing for 2017
   through 2019 all outside North
   Sea
- The prospect list with a three-year look-out remains at a relatively high level
- 16 prospects with high probability of going to tender – all from 2018 onwards

#### **Tenders and Prospects - outlook is generally three years**



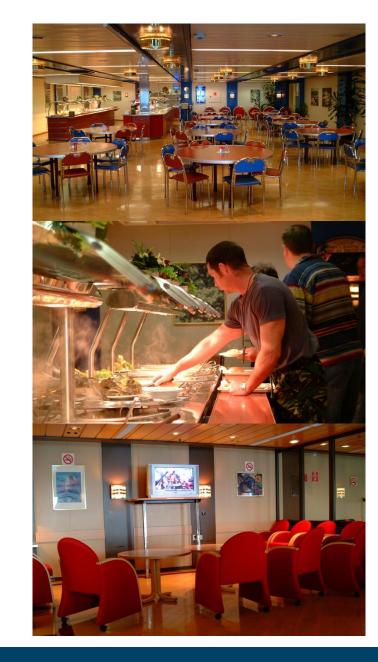
P90, P50 and P10 are prospects probability of moving to a tender.

Source: Prosafe



## Summary

- Currently low tendering activity due to deferred operator spending.
   Most activity outside the North Sea
- The prospect list with a three-year look-out remains at a relatively high level
- Positioning TSV Safe Scandinavia towards and beyond June 2018 for strategic optionality based on vessel's unique characteristics in drilling and well support operations, as well as decom preparations
- Looking for optionality and value creation potential from financing terms, price and timing of delivery of COSCO new builds
- Cost and capex significantly reduced
- Continue to be proactive in industry restructuring
- Working the plan to be the world leader within offshore accommodation



# Appendix



### Income statement

(Unaudited figures in USD million)	Q2 17	Q1 17	Q2 16	6M 17	6M 16	2016
Operating revenues	61.7	75.7	115.4	137.4	218.4	474.0
Operating expenses	(37.3)	(44.9)	(53.8)	(82.2)	(111.5)	(220.8)
EBITDA	24.4	30.8	61.6	55.2	106.9	253.2
Depreciation	(33.8)	(33.4)	(29.1)	(67.2)	(52.5)	(115.7)
Impairment	0.0	0.0	0.0	0.0	0.0	(84.7)
Operating profit/(loss)	(9.4)	(2.6)	32.5	(12.0)	54.4	52.8
Interest income	0.4	0.1	0.1	0.5	0.1	0.3
Interest expenses	(18.0)	(18.6)	(18.6)	(36.6)	(38.5)	(85.6)
Other financial items	(4.9)	3.6	(7.9)	(1.3)	(8.3)	222.2
Net financial items	(22.5)	(14.9)	(26.4)	(37.4)	(46.7)	136.9
Profit/(Loss) before taxes	(31.9)	(17.5)	6.1	(49.4)	7.7	189.7
Taxes	(1.1)	(1.6)	(0.9)	(2.7)	(4.3)	(17.1)
Net profit/(loss)	(33.0)	(19.1)	5.2	(52.1)	3.4	172.6
EPS	(0.46)	(0.27)	0.02	(0.73)	0.01	8.36
Diluted EPS	(0.38)	(0.22)	0.02	(0.59)	0.01	8.10



### Balance sheet

(Unaudited figures in USD million)	30.06.17	31.03.17	31.12.16	30.06.16
Goodwill	226.7	226.7	226.7	226.7
Vessels	1 967.0	1 997.8	2 029.3	1 559.0
New builds	124.9	123.3	122.2	654.9
Other non-current assets	12.3	13.9	13.9	4.3
Total non-current assets	2 330.9	2 361.7	2 392.1	2 444.9
Cash and deposits	218.8	250.6	205.7	68.2
Other current assets	41.6	43.5	89.1	86.6
Total current assets	260.4	294.1	294.8	154.8
Total assets	2 591.3	2 655.8	2 686.9	2 599.7
Share capital	7.9	7.9	7.9	72.1
Other equity	1 077.4	1 106.3	1 121.6	606.4
Total equity	1 085.3	1 114.2	1 129.5	678.5
Interest-free long-term liabilities	68.2	61.1	62.2	98.4
Interest-bearing long-term debt	1 335.7	1 336.3	1 342.9	1 520.7
Total long-term liabilities	1 403.9	1 397.4	1 405.1	1 619.1
Other interest-free current liabilities	84.2	96.3	104.4	106.1
Current portion of long-term debt	17.9	47.9	47.9	196.0
Total current liabilities	102.1	144.2	152.3	302.1
Total equity and liabilities	2 591.3	2 655.8	2 686.9	2 599.7



## Update on vessel's cost per day

CPD in operation being reduced by an average of ca. 30% since 2014

Opex (CPD k/d)* (figures in USD)	NCS/UK	NCS (TSV)	UKCS	Brazil
	DP	Moored	Moored	DP
2014	75-80/60-65	100-105	50-55	60-65
2017e	60-65/40-45	85-90	30-35	40-45
% reduction	19%/32%	15%	38%	32%

<sup>\*</sup> Excl. fuel cost, any additional crew and project related costs

Stacking CPD (k/d) (figures in USD)	High-spec vessels (cold/warm) 1)	Low-spec vessels (cold/warm) 1)
August 2016 estimate	15-30	5-10
From Q3 2017	10-20	5-10

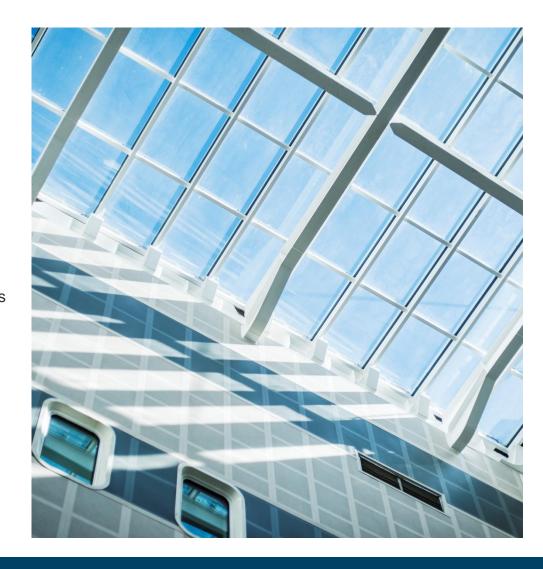
<sup>1)</sup> Will depend on location and duration and cold/warm/hot stack



# EBITDA and capex guidance

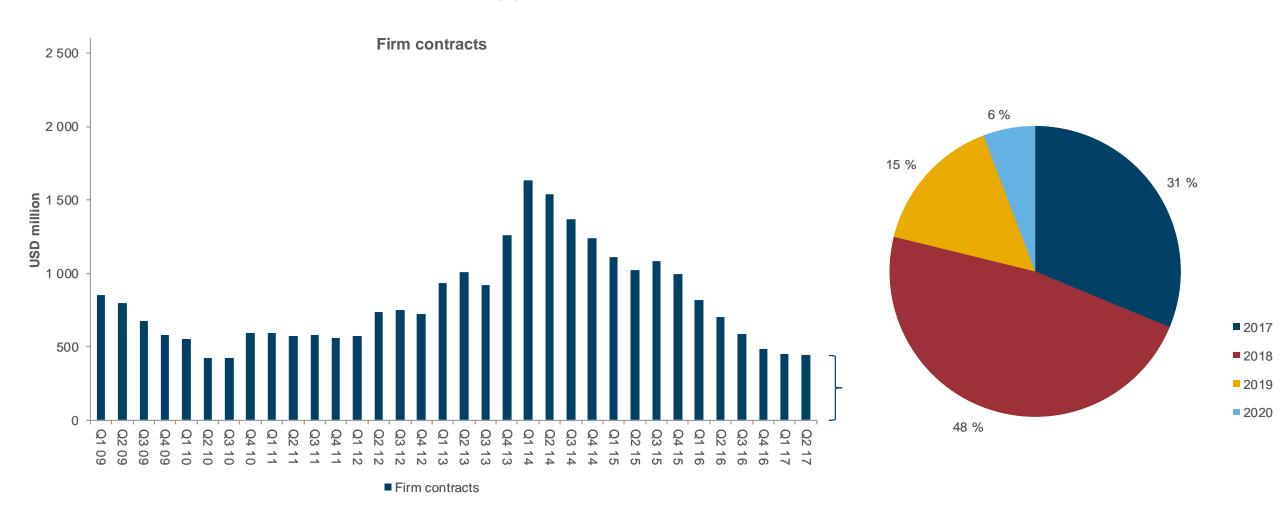
Current guidance	
2017 EBITDA	Ca. MUSD 120 1)
Capex per year	MUSD 10-15 <sup>2)</sup>

- 1) May vary with currency movements
- 2) Incl. SPS for the Safe Caledonia



### Order book

Firm order book at end Q2 2017 of approx. MUSD 443





# High-quality and diversified fleet

- Global reach

