



## Disclaimer

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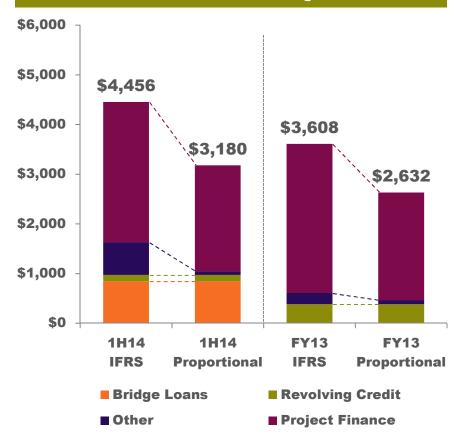
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# Solid Financial Footing

#### **Debt Summary**



### **Liquidity and Risks**

- SBM has \$1,093 mn of undrawn credit facilities and cash as of 30/06/14
  - Excludes the Cidade de Maricá funding arranged in July 2014
- Comfortably within debt covenants
  - Solvency ratio is 27.5% vs. 25% covenant (calculated using old IFRS)
    - Defined as Tangible Net Worth / Total Tangible Assets
    - Includes the settlement provision and newbuild programme
- SBM does not anticipate needing to raise equity to meet its current commitments – including CapEx and settlement
  - Lease & Operate portfolio generates stable and strong cash flow and profit
  - SBM expects to be free cash flow positive in 2016





## The Balance Sheet

#### The "Assets"

- Portfolio of high-quality, productive assets
- ✓ Divestment of non-core assets
- No concerns regarding ability to fund the business

#### The "Liabilities"

- Balance sheet only IFRS
- IFRS 10 & 11 adoption
- Covenant perceptions under new IFRS
- Backlog equity has not been monetized

### **Next Steps**

- Current balance sheet structure is suboptimal and has scope for improvement
  - Improvements made to date are only first steps
- We are are actively reviewing all options
  - Existing partnerships and project financing cannot be ignored in this review
- Reducing the compliance issue will help to better position the company

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# Cidade de Maricá Financing

- Largest ever project financing for SBM
  - US \$1,450 million facility secured
  - 15 banks participated
  - Almost \$1.9 billion in subscriptions
- ✓ Longest tenure for bank financing achieved
  - Tranche A: US \$1,000 million for 12 years post-completion
  - Tranche B: US \$450 million for 14 years post-completion
- Attractive interest rates
  - Swap rate of 3.00%
  - Post-completion margins of 210 bps (Tranche A) and 230 bps (Tranche B)





# **Short-term Initiatives**







# Theoretical Funding Example

SBM Contractor (US\$ Millions)	
Asset Sales Price	\$1,000
Cost to Construct	(850)
<b>Construction Profit</b>	\$150

Joint Venture SPV (US\$ Millions)	
Asset Acquisition Price	\$1,000
Bank Loans	(600)
JV Partner Shareholding	(200)
SBM Shareholding	(200)

SBM Cash In \$150 million



SBM Cash Out (\$200) million



Net \$50 million cash out over 3 years during construction







### **Project Scope**



#### **Goals & Investor Returns**

- Optimize and consolidate ways of working for the new SBM Offshore
- Improve project management and controls of projects
  - US\$2 billion today vs. US\$500 million a few years ago
  - 10,000 employees today vs. 5,000 five years ago
- Aim to reduce project costs by at least 5% through improved project, supply chain and materials management
  - Improving profitability and competitive edge
- Financial benefits to accrue to the bottom line increasingly over the next few years

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# Reporting Transparency

#### **We Want to Do Better**

- We appreciate that the SBM story isn't always easy to understand
  - Debuted Directional accounting to give a better picture of financials
- Help us, help you! We want to do a better job of communicating the SBM story and want to know what you think
- Investor relations will be reaching out with a short survey to better understand your needs
  - Provide honest feedback!
  - We can't promise all requests will be met, but all requests will be considered

