

# BRAEMAR



## **Braemar Shipping Services plc**

Preliminary Results Presentation

Year Ended 28 February 2019

**May 2019**

# Year ended 28 February 2019 – Strong Strategic and Financial Progress achieved



- Growth in continuing operations' revenue and underlying profit
- **Shipbroking** achieved a strong second-half performance, and maintained its forward order book
- **Financial division** increased both their mandates and pipeline of business
- **Logistics** maintained UK market share, developed overseas offices and improved margins
- Resolution of **Technical Division** future with recently announced transaction with Aqualis ASA
- Disposal of loss making operation, Braemar Response
- Final dividend of 10.0p, making a total of 15.0p for full year
- Net debt of £7.8m (2018: £2.4m)
- Board changes will bring stability
- Well placed to build on strong results from the core business

# Combination of Technical with Aqualis

## Key features



- Creates market leading position with genuine global coverage
- Continuing use of the Braemar brand, through **AqualisBraemar**
- Retains Offshore recovery upside potential. Market consolidation opportunities.
- Simplifies the Group - easier to understand and establishes a value for Braemar's Technical Services assets
- Aqualis management team has a strong track record of operating and growing marine consulting businesses and realising value through mergers
- Expected synergies derived from scale, efficiency and utilisation
- Ongoing relationship, joint branding and joint marketing capability
- Braemar to become a 26% shareholder with warrants giving opportunity to become 33%
- Braemar to appoint James Kidwell, CEO, to the Board of **AqualisBraemar**

# Combination of Technical with Aqualis Transaction Overview

## Transaction implementation

**AQUALIS**



*100% acquisition of shares*

**Braemar Technical Services Holding Limited**  
Holding company of Braemar Technical Services  
assets to be acquired

## Consideration

Consideration equal to 33.0% of the Diluted Aqualis Share Capital to be paid in:

- Initial consideration shares representing 26.0% of the Enlarged Aqualis Share Capital, with a 2 year lock up period for this portion of consideration
- 2 equal tranches of performance-based warrants, with performance measured from 1 April 2019:
- Tranche 1: based on AqualisBraemar's average annual, adjusted EBITDA<sup>1</sup> over 2 years with an average EBITDA performance floor of \$4.5m and a ceiling of \$7.5m for proportional nil / max. vesting
- Tranche 2: based on average annual, aggregate adjusted gross profit<sup>2</sup> for the former Braemar Adjusting and Marine divisions over two years, with a performance floor of \$12.6m and a ceiling of \$14.3m for proportional nil / max. vesting

## Board and management

- 5 member board
- Braemar has the right to nominate 1 member to the AqualisBraemar Board – to be James Kidwell, CEO of Braemar
- Chairman of Board is to be Glen Rødland, Chairman of Aqualis
- Gross Management AS, the largest pre-transaction Aqualis shareholder (see right), has undertaken to support the appointment of James Kidwell to the Board at the post-transaction general meeting
- Shares quoted on Oslo Bors (OB: AQUA)

## Post-transaction top 10 shareholders

#	Shareholder	Shares (m)	%
1	Braemar Shipping Services plc	14.9m	26.0%
2	Gross Management AS (Glen Rødland)	7.4m	12.9%
3	Carnegie Investment Bank AB	2.7m	4.7%
4	Tigerstaden AS	1.9m	3.3%
5	Danske Bank A/S	1.7m	3.0%
6	MP Pensjon PK	1.5m	2.6%
7	Lgt Bank AG	1.4m	2.5%
8	Oma Invest AS	1.4m	2.4%
9	Saxo Bank A/S	1.3m	2.3%
10	Badreddin Diab	1.0m	1.8%
<b>Top 10 shareholders</b>		<b>35.1m</b>	<b>61.1%</b>

<sup>1</sup>Adjusted EBITDA: earnings before interest, foreign exchange gains or losses, tax, depreciation and amortization for the consolidated combined business of Aqualis and BTS

<sup>2</sup>Adjusted gross profit: gross profit, being revenue less cost of sales and direct costs, for the former Braemar Adjusting and Marine businesses

# AqualisBraemar – sectors / services

## Offshore Oil & Gas

Specialist offshore engineering and consultancy services:

- Construction supervision
- Transportation and installation
- Decommission projects
- Inspections and approvals
- Engineering service

## Marine

Worldwide emergency casualty, accident or incident response and international marine survey services:

- Hull and machine surveys
- Casualty investigations
  - Risk assessment
- Cargo and damage surveys

## Adjusting

Serving the international insurance and reinsurance markets in the energy, marine, mining, renewables, power and utilities industries:

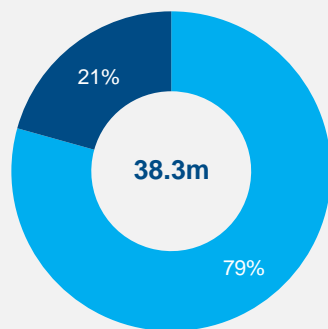
- Loss adjusting
- Risk assessment
- Legal / expert witnesses
- Construction dispute resolution

## Offshore Renewables

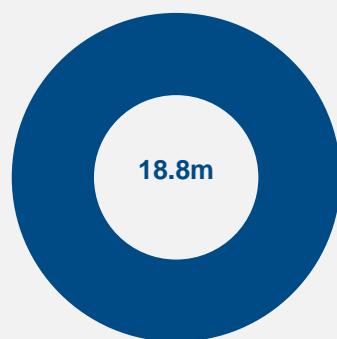
Independent services to the offshore wind industry:

- Engineering consultancy
- Project management consultancy

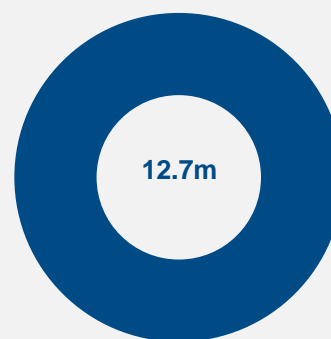
2018 revenue (\$)



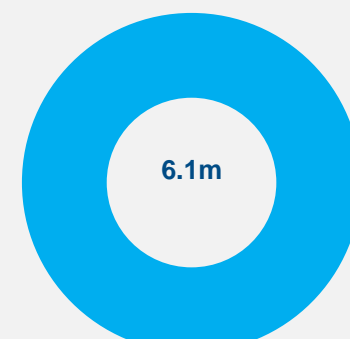
■ Aqualis ■ Braemar



■ Braemar



■ Braemar



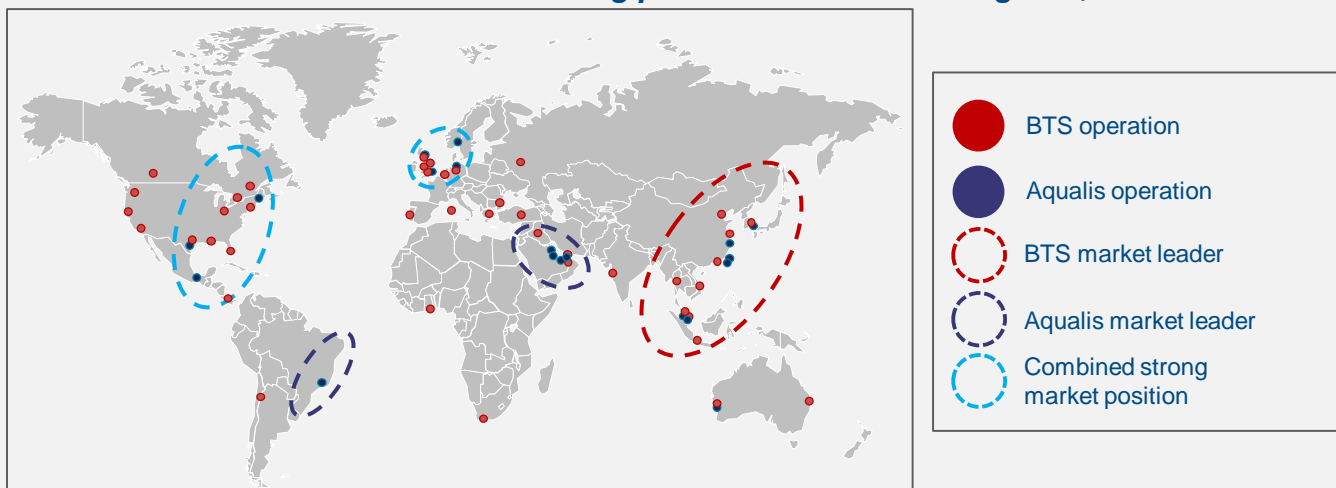
■ Aqualis

Note: Based on unaudited revenue for the year ended 28 February 2019 for BTS, and revenue for the year ended 31 December 2018 for Aqualis. Average monthly USD/GBP FX rates have been used to translate GBP

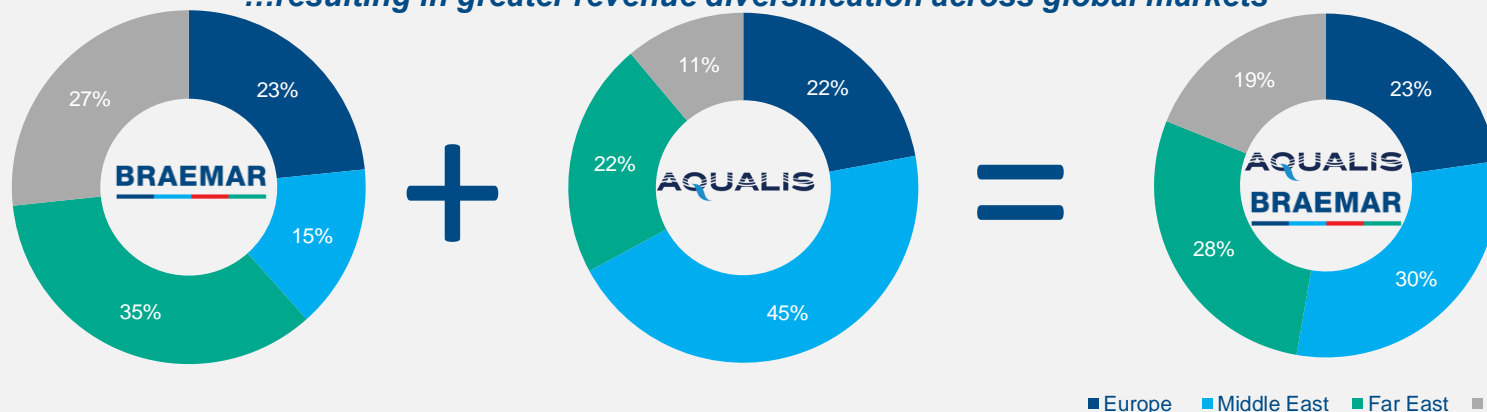
Sources: Aqualis and Braemar management information

# AqualisBraemar – global coverage

*A combination of two businesses with market leading positions in different regions, and little client overlap...*



*...resulting in greater revenue diversification across global markets*



Note: Based on unaudited revenue for the year ended 28 February 2019 for BTS, and revenue for the year ended 31 December 2018 for Aqualis. Average monthly USD/GBP FX rates have been used to translate GBP

Sources: Aqualis and Braemar management information

# Investment characteristics – structure following completion of Aqualis transaction

## Shipbroking

- Diverse business mix
- Portfolio effect
- Remuneration balance
- Consistent returns

## Financial

- High margin
- Advisory led
- New shipping clients
- Group enhancing

## Logistics

- Volume led
- Port Agency strong UK market share
- Brexit potential

## Technical

- 26% stake in Aqualis
- Creating a global market leader
- Engineering retained

# Segmental Results (underlying)

	FY 18/19			FY 17/18		
	Revenue £m	Profit £m	Margin %	Revenue £m	Profit £m	Margin %
Shipbroking	75.7	9.3	12.3%	61.8	7.7	12.5%
Financial *	7.0	2.1	30.0%	3.7	1.8	48.6
Logistics	32.1	0.8	2.5%	33.2	0.8	2.4%
Engineering	3.1	(0.3)	(9.7)%	4.2	(0.1)	(2.4)%
Central	-	(2.8)	-	-	(2.9)	-
	117.9	9.1	7.7%	103.0	7.3	7.1%

\*Financial Division established on 26 September 2017 and contributed 5 months results to the 2017/18 full year income statement



# Specific Items

	FY 18/19 £m	FY 17/18 £m
Amortisation	(1.1)	(2.4)
Restructuring costs	(0.8)	-
Gain of revaluation of investment	0.5	-
Acquisition related items:		
• Braemar ACM	(0.1)	(0.6)
• Braemar Naves	(7.2)	(5.1)
• Atlantic	(2.5)	(0.6)
• Attributed interest	(0.8)	(0.4)
	(12.0)	(9.1)
Cash Impact	(2.2)	(3.1)

# NAVES acquisition: future cash and P&L impact and investment

	Year ended Feb 2019	Year ended Feb 2020	Year ended Feb 2021	Year ended Feb 2022	Year ended Feb 2023 & beyond
Maximum cash payable £'m					
Deferred consideration loan notes	0.6	7.1	1.8	1.2	2.5
Earn out notes	-	-	3.2*	3.2**	3.2***
Total	0.6	7.1	5.0	4.4	5.7
Maximum income statement charge	7.2	3.1	1.1	0.2	

\* Earnout payment certain

\*\* To be measured in 2020

\*\*\* To be measured in 2021

Excludes attributable interest

# Discontinued operations

	FY 18/19 £m	FY 17/18 £m
<b>Technical division</b>		
Post tax trading (loss)/profit	(1.6)	0.5
Restructuring cost & interest	(0.6)	-
Write down of intangible assets	(6.1)	-
Estimated impairment	(13.0)	-
Response	(1.4)	(0.5)
Total reported loss	(22.7)	-
Cash Impact	(3.6)	-

Investment in AqualisBraemar to be accounted for on an equity basis for Braemar's share of profits and net assets

# Group balance sheet

	28 Feb 2019 ** £m	28 Feb 2018 £m
Goodwill and other intangibles	86.0	92.4
Non current assets	5.7	8.1
Current assets	37.1	52.7
Current liabilities	(46.4)	(43.6)
Convertible loan notes and deferred consideration*	(16.9)	(10.7)
Pension net liability	(2.0)	(3.4)
Net assets held for sale (net of cash)	3.9	2.1
Provisions / other	(1.2)	(1.5)
Net (debt) / cash	(7.8)	(2.4)
<b>Net Assets</b>	<b>58.4</b>	<b>93.7</b>

\* See Appendix 1 for key terms re. conversion

\*\* FY 2018/19 has been re-presented to reflect the discontinued operations that are part of the Aqualis transaction.

# Group cash flow

	FY 18/19 £m	FY 17/18 £m
Cashflow from continuing trading operations	7.8	3.3
Discontinued operations	(3.6)	0.5
Working capital movement	5.1	-
Net interest payment	(1.2)	(0.5)
Net capital expenditure	(2.8)	(1.0)
Tax paid	(1.1)	(0.1)
Pension payments	(0.5)	(0.5)
Acquisition payments	(1.7)	(5.8)
Dividends/purchase of own shares	(6.3)	(4.0)
FX Impact	(1.1)	(1.4)
<b>Movements in cash</b>	<b>(5.4)</b>	<b>(9.5)</b>
<b>Net (debt)/cash</b>	<b>(7.8)</b>	<b>(2.4)</b>

## Earnings and dividends (pence per share)

	FY 18/19	FY 17/18
Half Year (pence)	5.0	5.0
Full Year (pence)	10.0	10.0
Total (pence)	15.0	15.0
Underlying EPS (pence)	23.32	19.57
Cover	1.6	1.3

- Proposed Final dividend of 10.0p (at a cost of ~£3.0m), payable on 26 July 2019
- Dividend policy to pay 1:2 split between interim and final

# Shipbroking Division

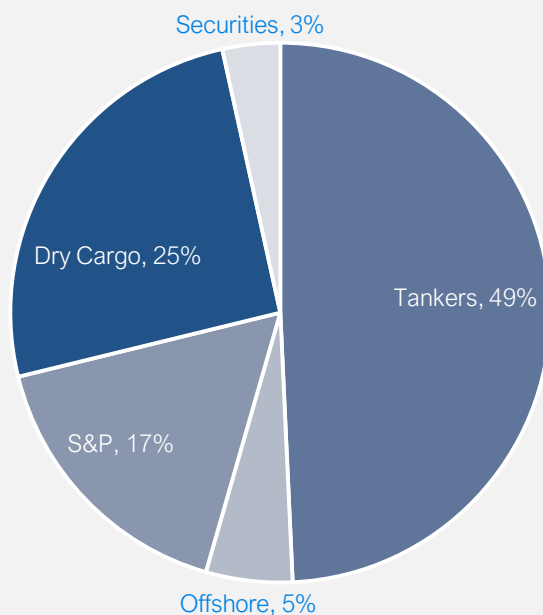
	FY 2018/19	FY2017/18
Revenue	£75.7m	£61.8m
Underlying operating profit	£9.3m	£7.7m
Staff	301	298
Forward order book	\$43.1m	\$44.0m
Total transactions	5,948	6,073

- Revenues excluding Atlantic up 18% year on year, 22% overall
- Forward order book maintained with US\$27.6m to be realised in the next 12 months (2018: US\$24.0m)
- Investment in recruitment of high quality brokers reaping rewards – 14 net new brokers in Dry Cargo and strong second half performance
- NAVES relationship opening up new opportunities for Shipbroking
- Atlantic Securities – team of 12 brokers across coal and dry FFA's; coal derivative market volumes subdued; leading physical coal broker in the UK

# Shipbroking – Revenue by desk

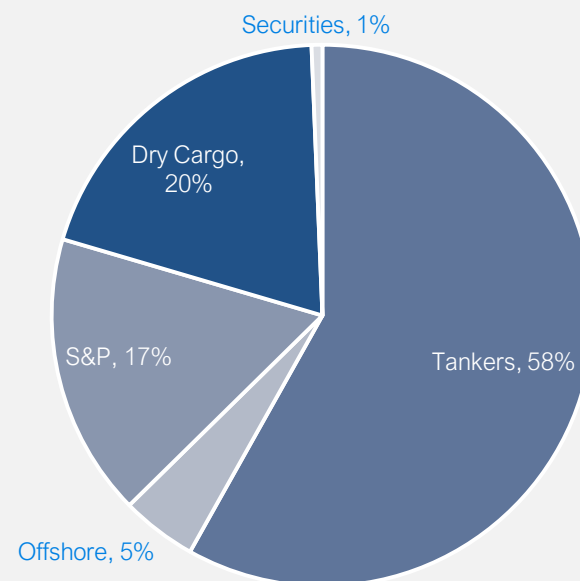
- Investment in Dry Cargo desk has contributed towards material uplift in revenues

FY 2018/19



	FY19	FY19	Heads	Rev/Head
	£m	%	No	£'000
Tankers	37.1	49%	107.0	346.7
Dry Cargo	19.1	25%	88.0	217.0

FY2017/18



	FY18	FY18	Heads	Rev/Head
	£m	%	No	£'000
Tankers	36.1	58%	119.0	303.4
Dry Cargo	12.3	20%	76.0	161.8



# International Maritime Organisation regulations

## - Market Opportunities

- IMO's global 0.5% (presently 3.5%) fuel sulphur content cap regulation in force from 1 Jan 2020
- 0.1% sulphur cap Emission Control Areas (ECAs) in the Baltic Sea, North Sea and US coastline. Other countries implementing their own regulations
- Conundrum for shipowners. Choices with an uncertain pay-back
- Refiners will make configuration and production changes to meet demand, but at what pace?
- Marine Gas Oil (MGO) premium to Heavy Sulphur Fuel Oil (HSFO) has averaged \$250 /tonne
- Global MGO and ULSFO (0.1% Ultra Low Sulphur Fuel Oil) availability and storage opportunities
- Impact of reduced fleet capacity while vessels dry-dock to fit a scrubber (capex ~\$3m)
- Dis-location and freight pricing effects
- Longer term fuel choices for newbuildings (e.g. LNG)

# Financial Division

	FY 2018/19	FY 2017/18*
Revenue	£7.0m	£3.7m
Underlying operating profit	£2.1m	£1.8m
Operating margin	30.0%	48.6%
Staff numbers	20	17

\* 5 months only

- Good pipeline of advisory and re-financing business - less reliance on restructuring and insolvency work and the conventional ship-lending banks
- Revenue mix - shifting towards success fees as opposed to retainers
- Well integrated with Shipbroking and on-going relationship with **AqualisBraemar** – “one-stop shop” offering appeals to Private Equity funds
- October 2018 – set up Singapore operation within our Shipbroking office

# Financial – broad client base

- Increasingly diversified and broad client base
- Retainer income covers operating costs

	# May 19	# Oct 18
Retainer only	10	16
Retainer + success fee	11	5
Success fee only	11	9
<b>Number of clients</b>	<b>32</b>	<b>30</b>
	£m	£m (half-year)
Retainer income	4.1	1.8
Success fees	2.9	2.6
<b>Income</b>	<b>7.0</b>	<b>4.4</b>

## Current mandates include:

- Sell-side advice for dry bulk fleet disposal
- Sell-side advice for tanker company disposal
- LNG newbuilding financing
- Owner support for several high leverage refinancings
- Numerous vessel restructurings
- Advice on loan portfolio management
- Disposal and refinancing of cruise ship

# Logistics Division

## Port Agency

Revenue

Underlying operating profit

Margin

FY 2018/19

£8.2m

£0.7m

8.5%

FY 2017/18

£8.2m

£0.6m

8.5%

- Good performance from global hub operations
- Two new overseas offices – set-up costs incurred in H1; revenues from H2
- Market leader in the UK, maintaining share

## Freight Forwarding

Revenue

Underlying operating profit

Margin

FY 2018/19

£23.9m

£0.1m

0.4%

FY 2017/18

£25.0m

£0.2m

0.4%

- Market challenges of virtual platforms and consolidation within the container lines
- Structural changes and cost saving measures planned for 2019/20

Staff Numbers for **Logistics**: FY 2018/19: 192 FY 2017/18: 194

## Engineering Division - Braemar Engineering only

	FY 18/19	FY 17/18
Revenue	£3.1m	£4.2m
Underlying operating profit / (loss)	(£0.3m)	(£0.1m)
Staff	16	15

- Concentration on LNG market and newbuilding supervision services
- Synergies with Shipbroking operations
- Pipeline of opportunities for 2019/20 increasing

# Summary and outlook

- Shipbroking
  - investment in staff, especially in Dry Cargo is paying off
  - IMO 2020 opportunities
  - Increased forward book delivering in next 12 months
- Financial
  - access to much larger transactions and new financial clients
  - high value added services
  - success orientated income will make earnings more variable
- Technical – agreed transaction addresses under-performance and retains upside potential
- Logistics – Steady trading and improved margin
- Focus on development of high margin businesses

# BRAEMAR



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# Appendix 1 – NAVES consideration breakdown

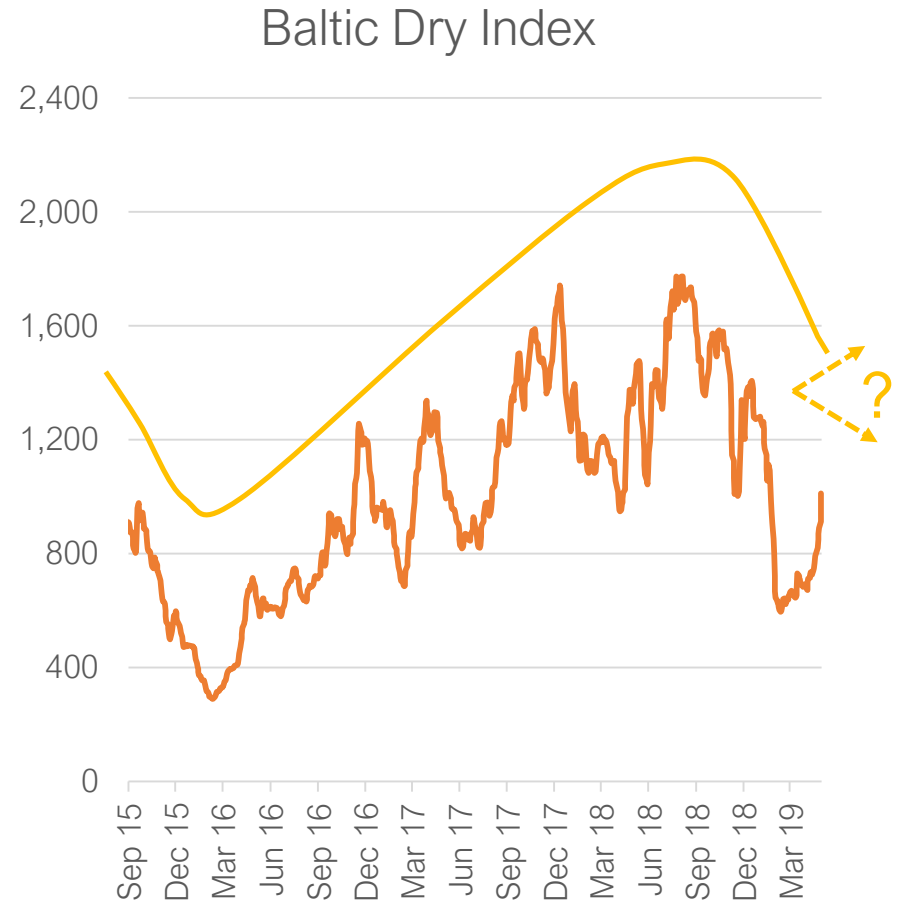
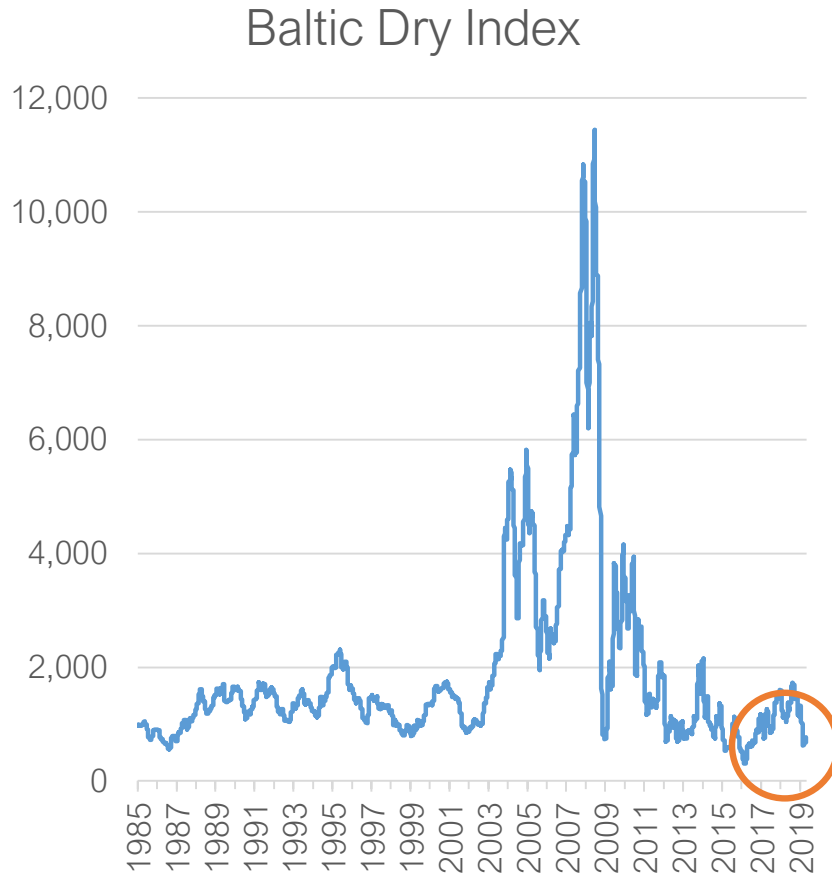
TRANCHE	DATE	€'000	€'000	COLLATERAL
<u>Initial consideration</u>	26-Sep-2017	7,400		cash
	26-Sep-2017	7,400		convertible loan notes (all sellers)
	26-Sep-2017	<u>1,505</u>		shares (non-management sellers)
			<b>16,305</b>	
<u>First deferred consideration</u> All sellers	26-Sep-2018	700		cash
	26-Sep-2018	700		convertible loan notes
	26-Sep-2019	700		cash
	26-Sep-2019	700		convertible loan notes
	26-Sep-2020	700		cash
	26-Sep-2020	<u>700</u>		convertible loan notes
			<b>4,200</b>	
<u>Second deferred consideration</u> Management only	26-Sep-2018	699		convertible loan notes
	26-Sep-2019	699		convertible loan notes
	26-Sep-2020	699		convertible loan notes
	26-Sep-2021	699		convertible loan notes
	26-Sep-2022	<u>699</u>		convertible loan notes
			<b>3,495</b>	
			<u><b>24,000</b></u>	
<u>Max earn-out consideration</u> Management only €2.0m-€4.375m	31-Aug-2018	3,667		convertible loan notes
	31-Aug-2019	3,667		convertible loan notes
	31-Aug-2020	<u>3,667</u>		convertible loan notes
			<u><b>11,000</b></u>	
<b>Total maximum payout</b>			<u><b>35,000</b></u>	

Management sellers represented 69.9% of the total sellers (non-management = 30.1%)

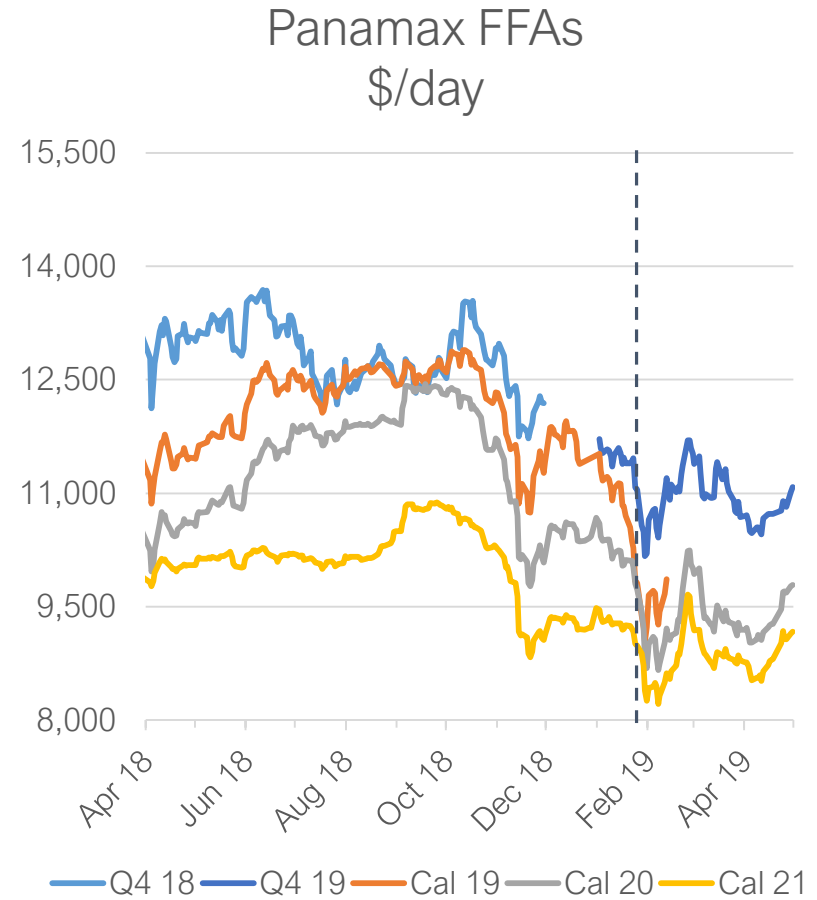
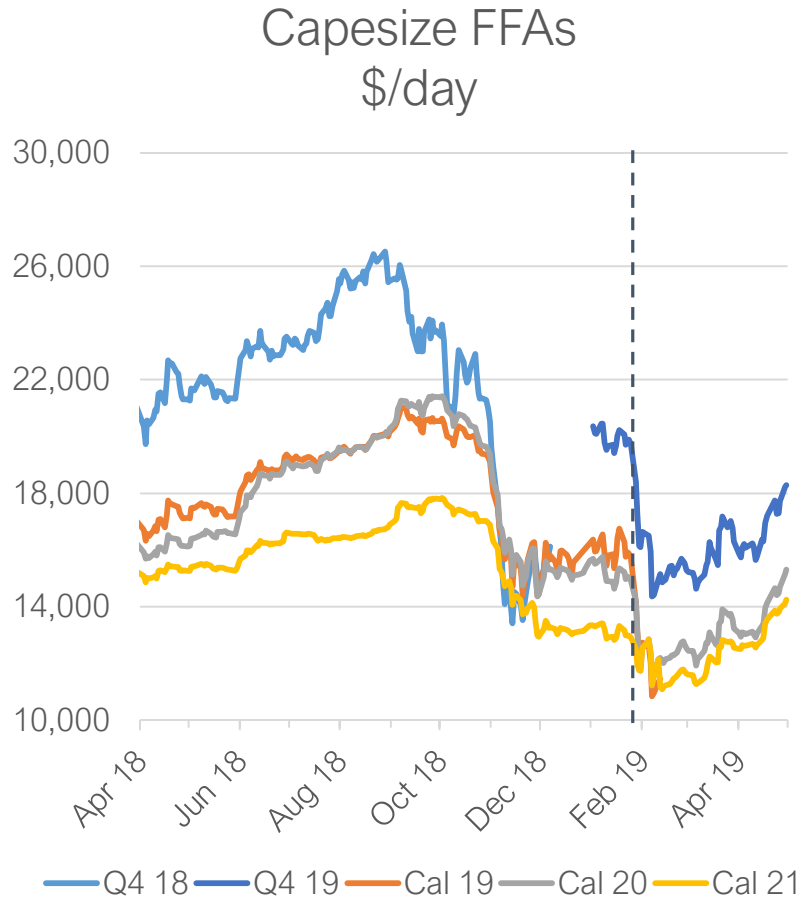
Interest on Loan Notes are payable at 3% p.a. (in March and September) and payable from date of completion (initial and first deferred) or date of issue (second and earn-out)



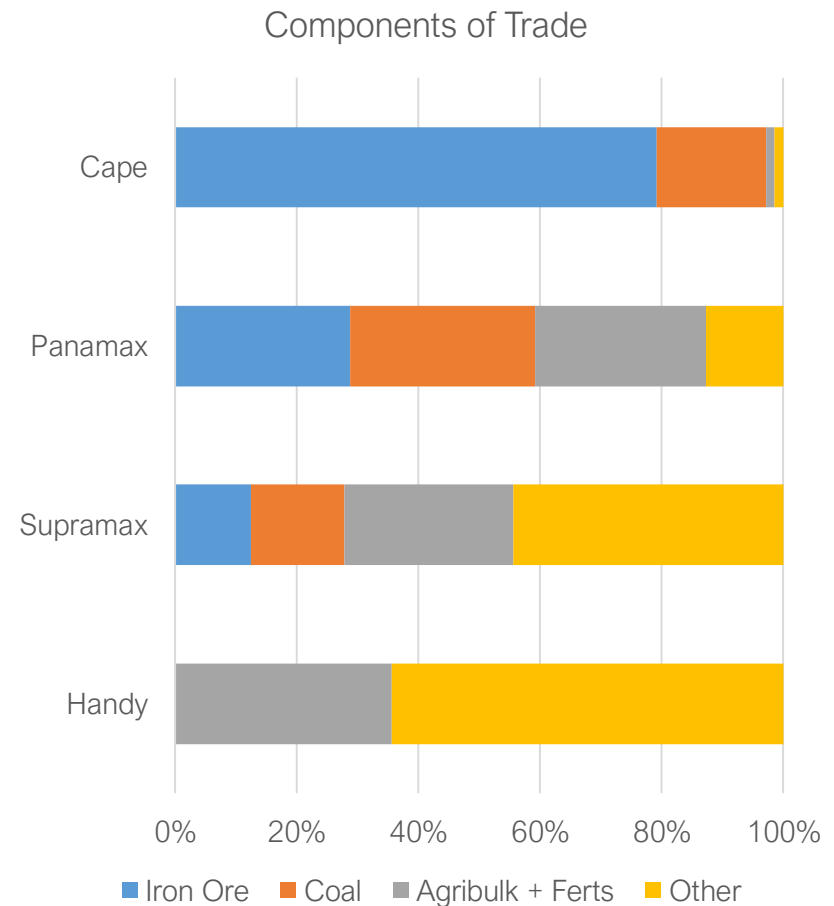
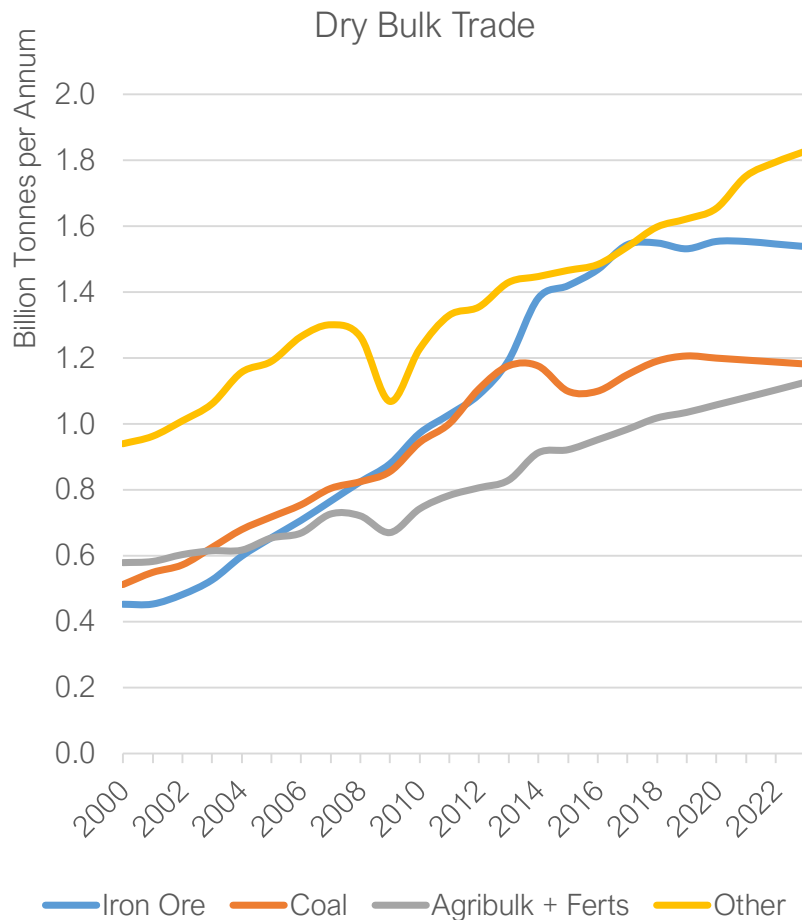
# A missed opportunity or a seasonal trend?



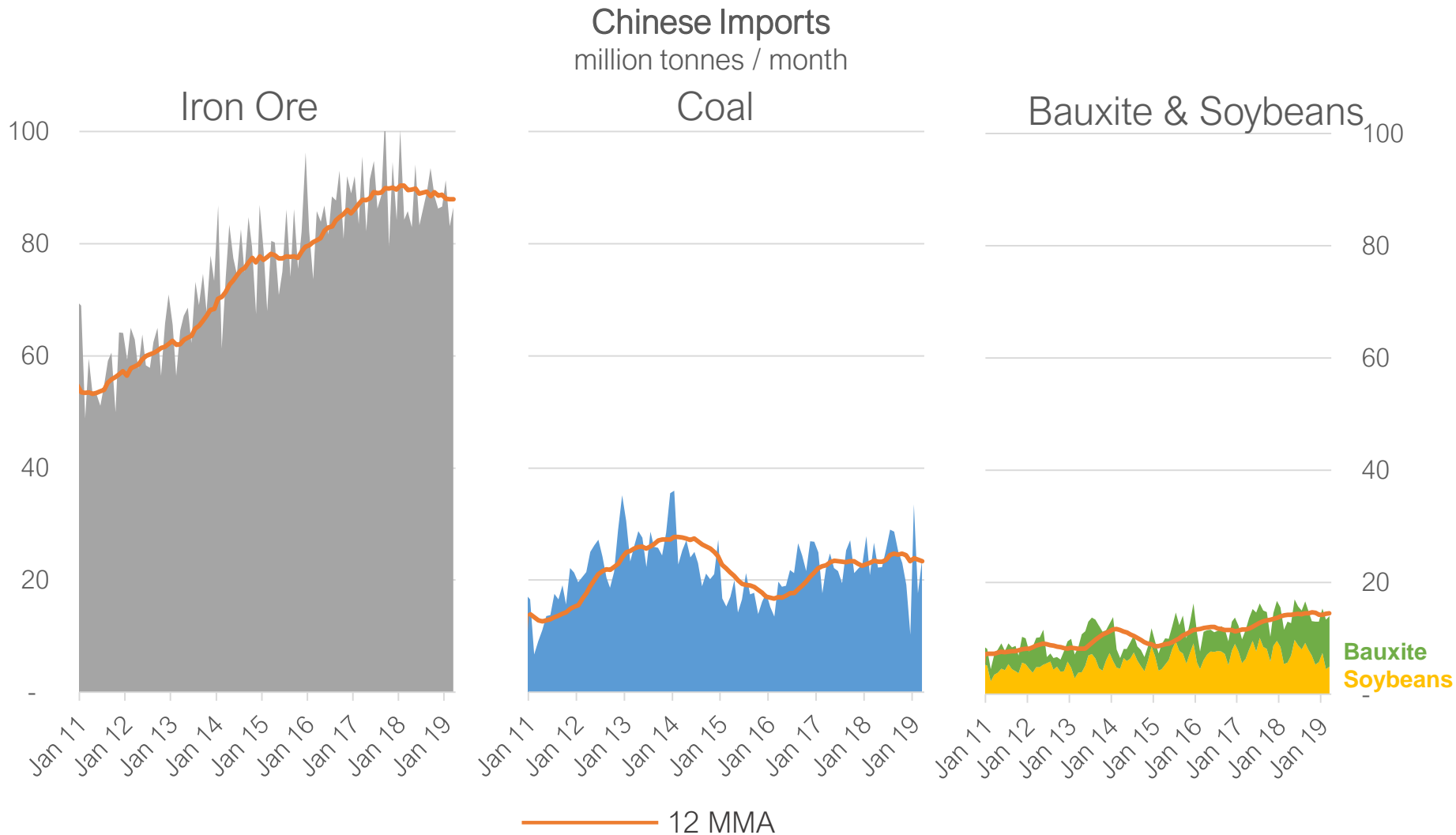
# FFAs have recovered their Brumadinho losses, but remain well down on Q3 2018



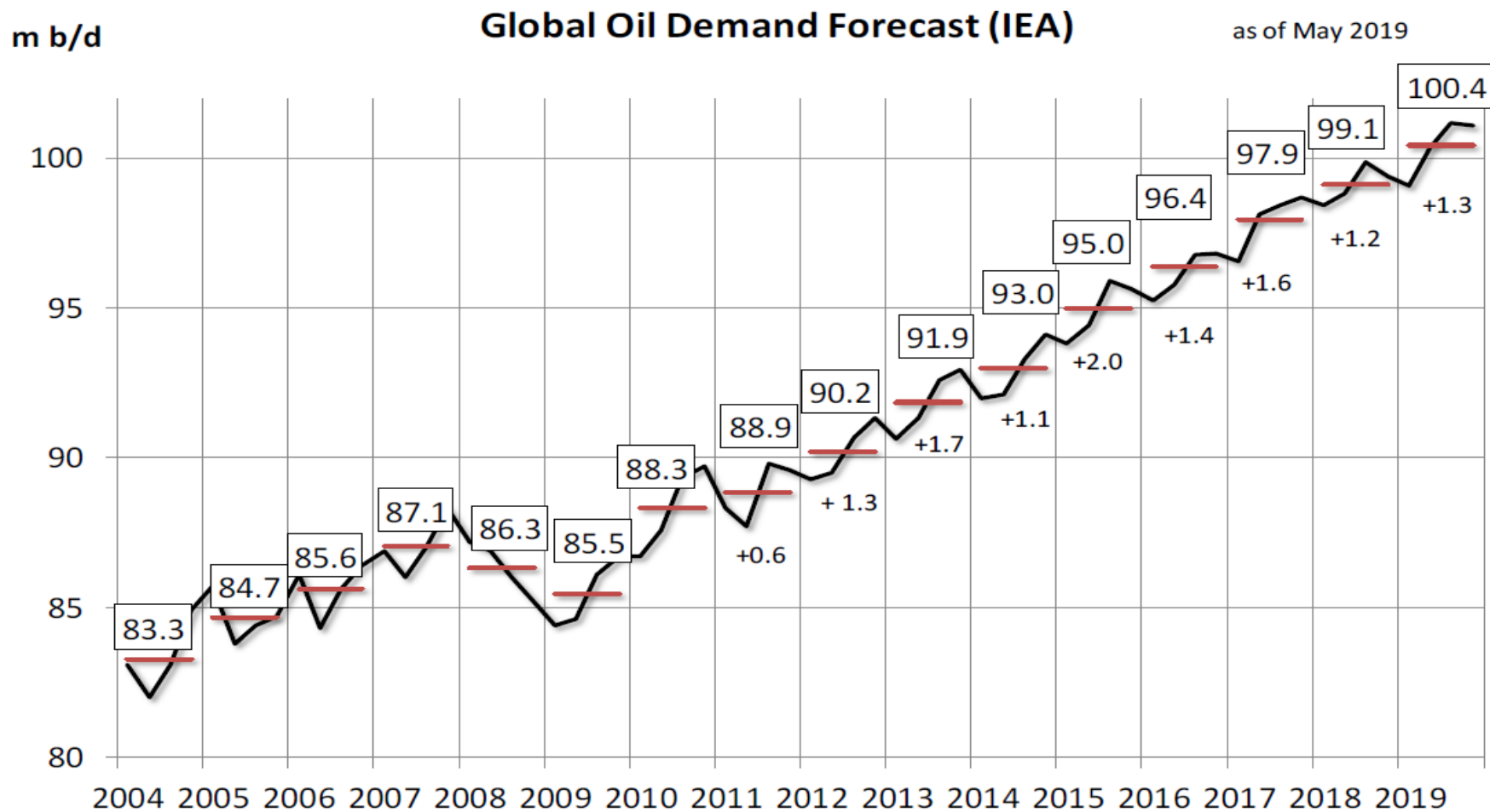
# Demand growth is not evenly spread across sectors



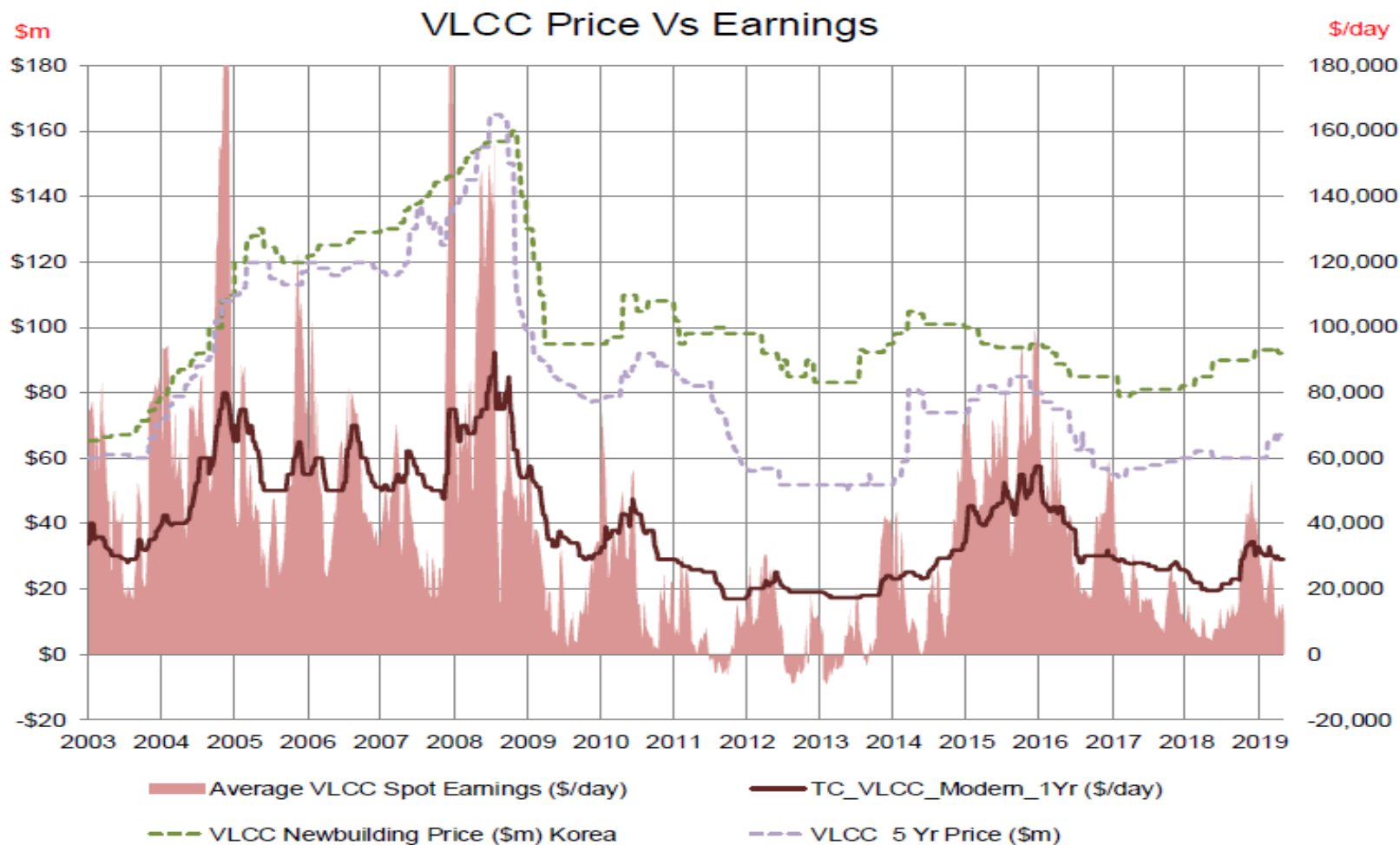
# China's top 4 bulk imports: Bauxite overtakes soy



# Outlook for oil demand

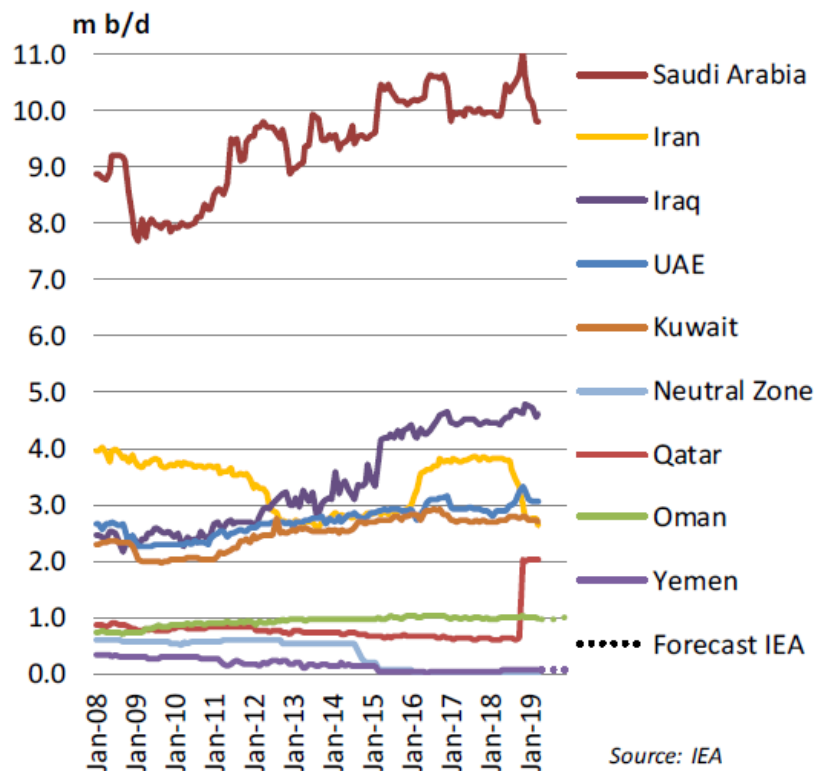


# VLCC Price Vs Earnings



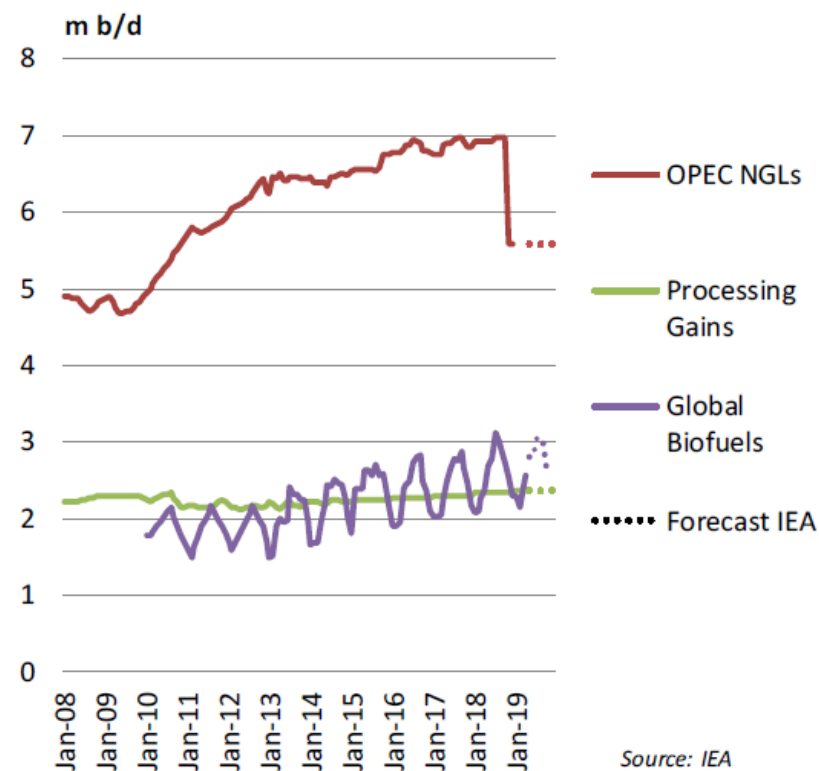
# Oil Production

## Oil Production in AG / RSea (Key Net Exporters)



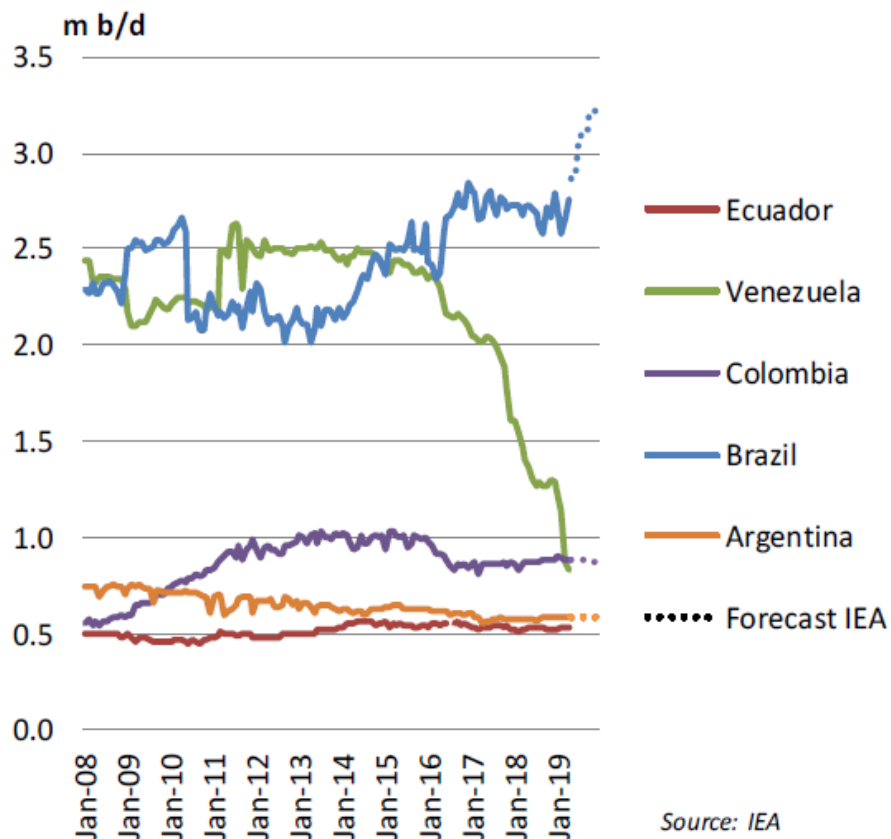
*Note: Qatar leaves OPEC effective Jan-19*

## 'Other' Oil Production

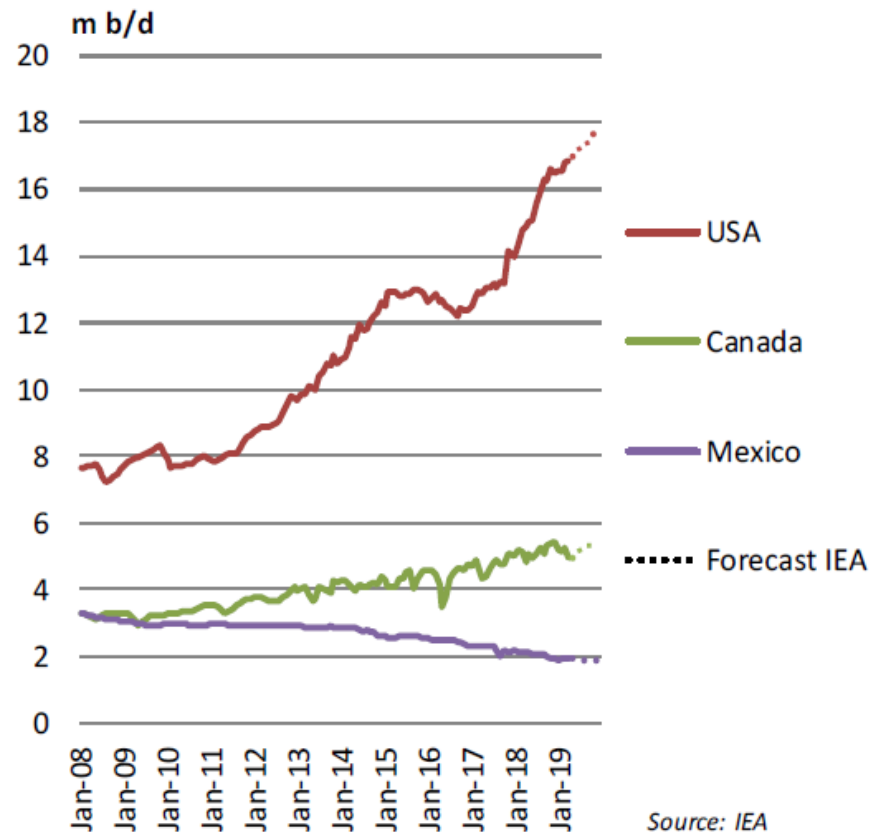


# Oil Production

## Oil Production in South America (Key Net Exporters)



## Oil Production in North America





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