



ANALYST BRIEFING

3Q FYE December 2011 Financial Results & Updates

21 February 2012



Engineered for Growth

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Key Achievements FYE December 2011



‣ Operational

- Strengthened management team
- Formed Technip MHB Hull Engineering
- Capabilities development programme

‣ Financial

- Revenue -39% YoY
- Net profit -37% YoY
 - New projects at preliminary stage
 - Tax rate pending further YO and ITA

‣ Projects

- Order intake of RM2.9 bn
 - Tapis Enhanced Oil Recovery (EOR), Telok Gas Development, OSX-3 FPSO External Turret, FPSO Cendor, Floating Storage Unit (FSU) Lekas
- MRC secured rig and FPS repairs



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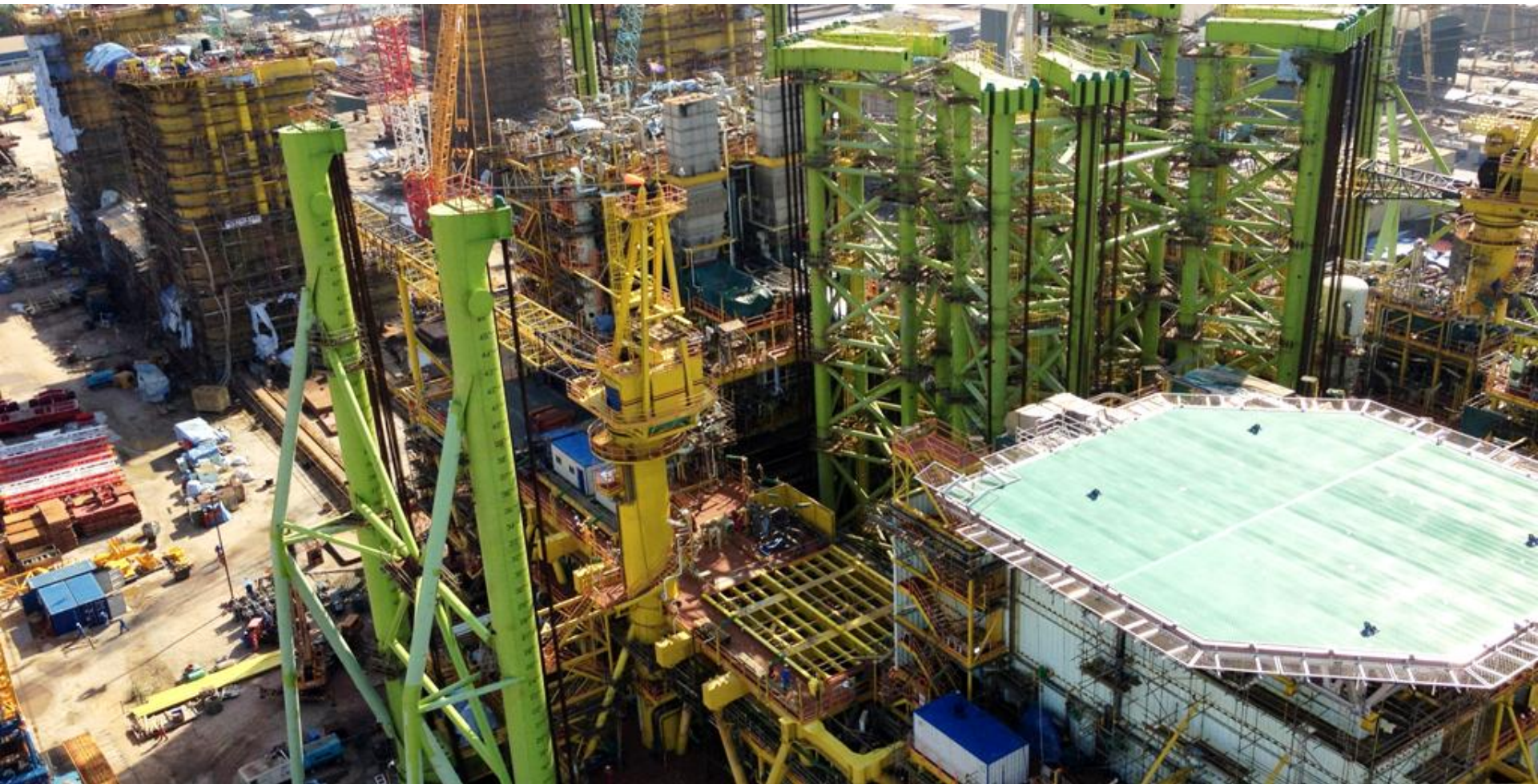
Moving Forward In 2012

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Q&A



Gumusut-Kakap FPS



Kinabalu NAG Topside



FPSO Cendor



Floating Storage Unit (FSU) Lekas



Marine Repair



OSX-3 FPSO External Turret



Telok Gas Development



Tapis Enhanced Oil Recovery (EOR) Project



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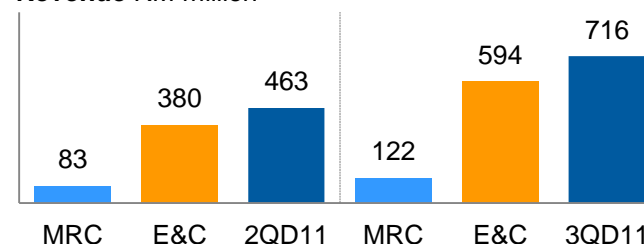
Income Statement, 3-Month 3Q FYE December 2011



➤ Revenue +55% QoQ

- E&C, increased contribution from Tapis EOR and Telok Gas Development projects
- MRC, undertaken rig and conversion projects

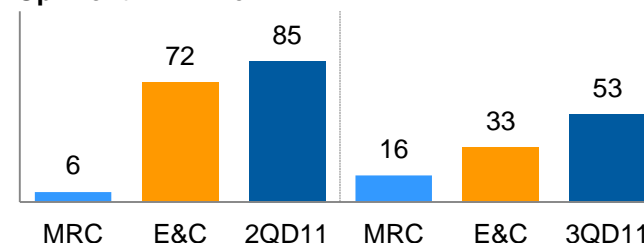
Revenue RM million



➤ Operating profit -38% QoQ

- E&C, new projects still at preliminary stage in order to contribute significantly
- MRC, improved contribution from conversion and unique repair projects

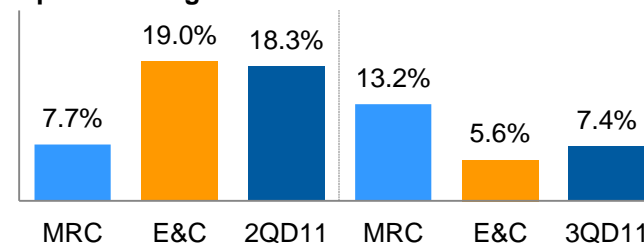
Op Profit RM million



➤ Operating profit margin at 7.4%

- E&C, margins normalised after previous Quarter's reversal in provision. Some new projects have yet to contribute to profits

Op Profit Margin %



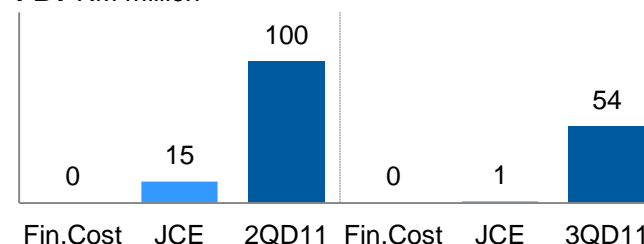
Income Statement, 3-Month 3Q FYE December 2011



➤ Pretax profit -46% QoQ

- Share of profit in jointly controlled entities (JCE) reflects project status in Turkmenistan
- No finance cost, Group is in a net cash position

PBT RM million



➤ Net profit -46% QoQ

- Providing for taxation until further Investment Tax Allowance (ITA) on Yard Optimisation

Net Profit RM million



➤ Per Share

- Net EPS of 2.9 sen per share in 3Q

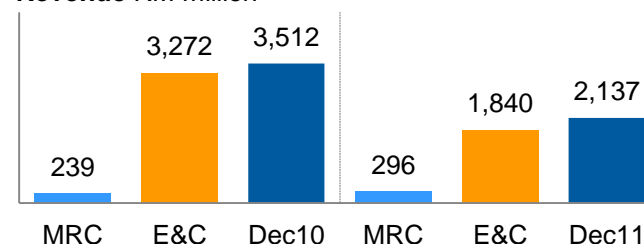
Income Statement, 9-Month FYE December 2011



► Revenue -39% YoY

- E&C, novated Turkmenistan's project. Gumusut Kakap at advance fabrication stage while new major projects contributed only in 3Q
- MRC, improved contribution from conversion and unique repair projects

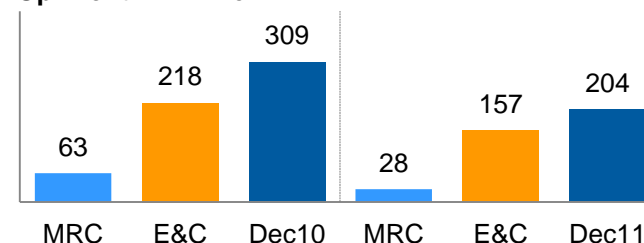
Revenue RM million



► Operating profit -34% YoY

- E&C, Turkmenistan's project at JCE level. New projects still at preliminary stage in order to contribute significantly
- MRC, previous period had contract closed of prior year project

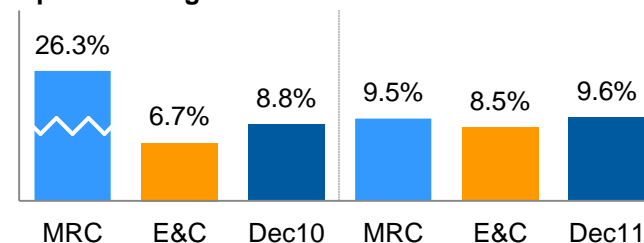
Op Profit RM million



► Operating profit margin at 9.6%

- E&C, from key contributing projects
- MRC, previous period had FPSO Ruby II

Op Profit Margin %



Income Statement, 9-Month FYE December 2011



► Pretax profit -19% YoY

- Share of profit in JCE due to novation of Turkmenistan's project
- No finance cost in 9-month to Dec 2011

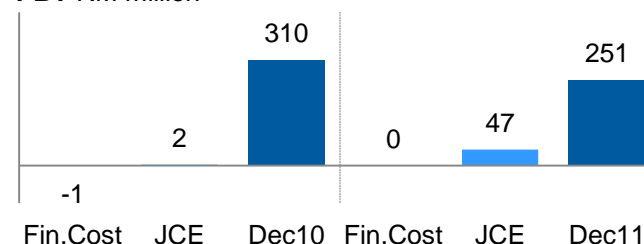
► Net profit -37% YoY

- Providing for taxation until further Investment Tax Allowance (ITA) on Yard Optimisation

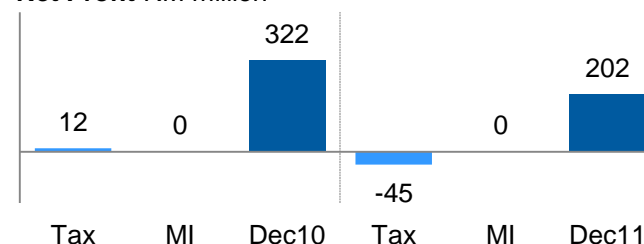
► Per Share

- Net EPS of 12.9 sen per share
- Final dividend of 10.0 sen

PBT RM million



Net Profit RM million



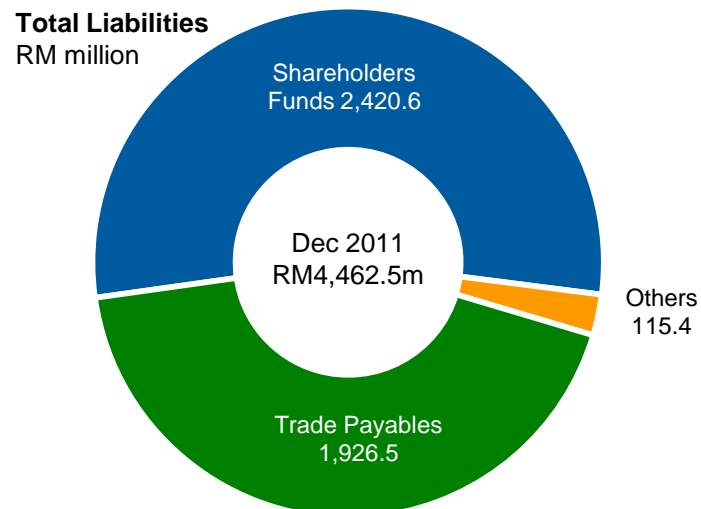
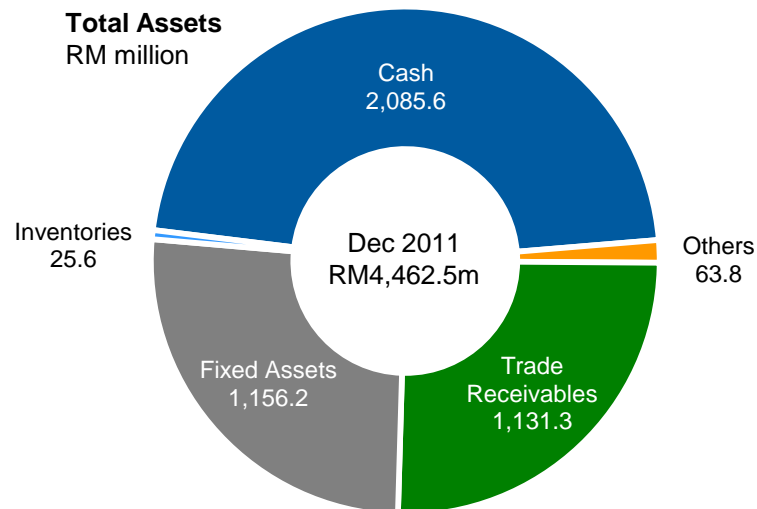
Balance Sheet



► Strong balance sheet

- Fixed assets +4% QoQ to RM1.2bn
- Cash -10% QoQ to RM2.1bn

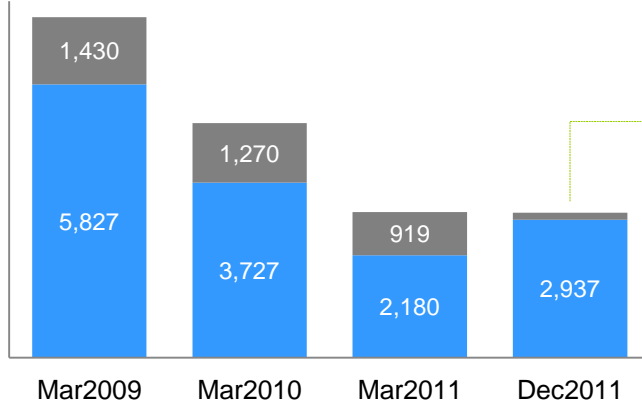
- Shareholders' funds at RM2.4bn
- Able to accommodate corporate exercise and business expansion



Backlog & Order Intake

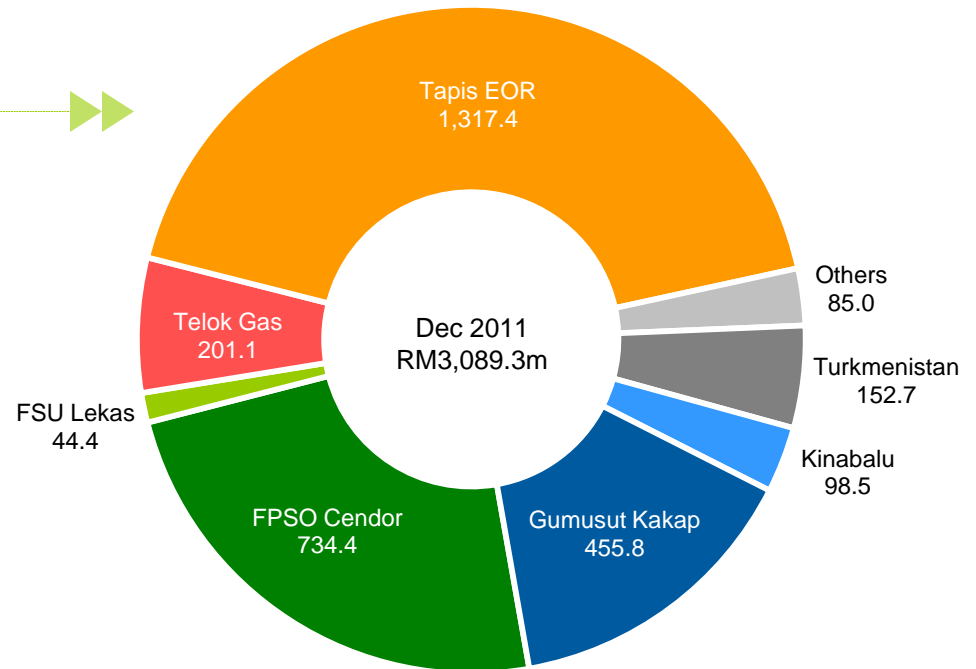
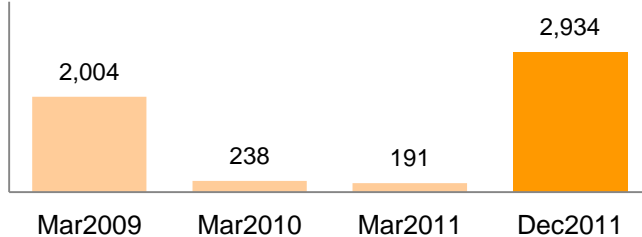


Backlog RM million

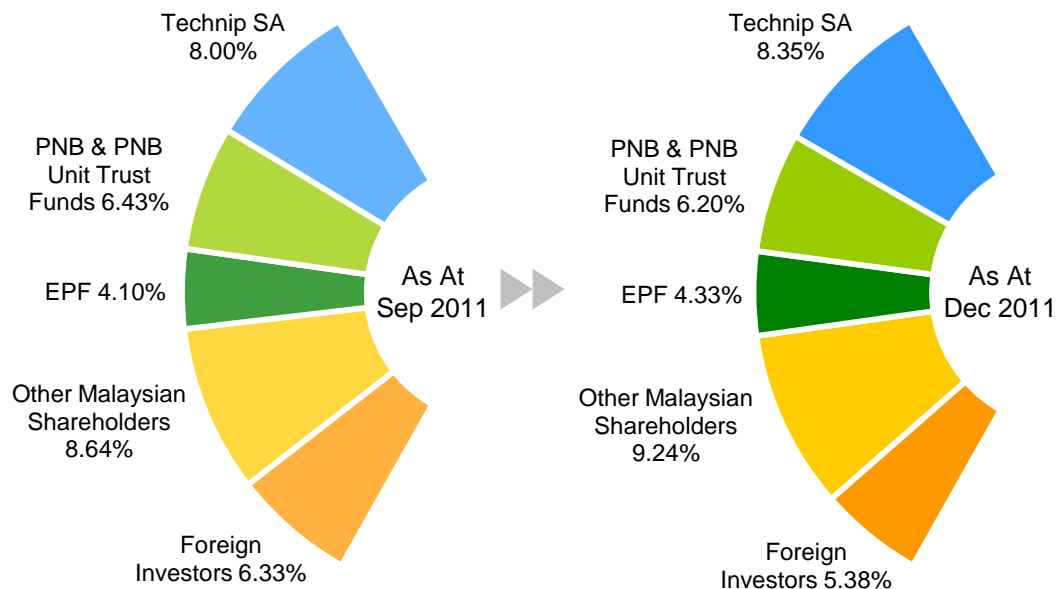


Value	Backlog, Turkmenistan
Value	Backlog, Malaysia

Order Intake RM million



Shareholding Information



Market Capitalisation RM billion



Listing Sector	Bursa Malaysia Main Market Trading/Services
Index Component	<ul style="list-style-type: none"> • FTSE Bursa Malaysia KLCI • MSCI Malaysia

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Yard Optimisation Programme

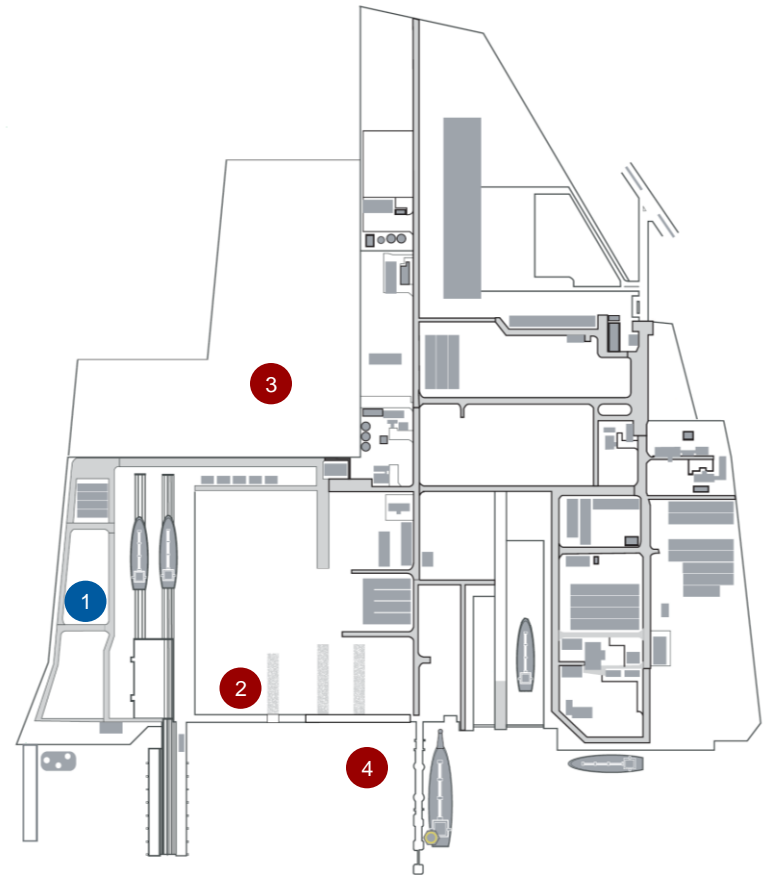


› YO Programme at Pasir Gudang

- Completed in 2011
 - ① Auto blast and priming workshop
- Ongoing projects
 - ② 25k MT skid track, bulkhead, quay wall
 - ③ Infrastructure work at Idemitsu land
 - ④ Dredging at Quay 6

› Capital expenditure

- Invested RM77m in 9-month period
- Total YO investment RM732m



Project Execution



► Strengthened management team

- New PM organisation
- New positions created
- Improved execution

► Improved PMR system

- Standardized
- For all existing and new projects
- Project Management Review
 - Enhanced monitoring
 - Improved responsiveness
 - Clearer accountability
 - Key parameters tabulated



Proposed Yard Acquisition



► Updates on M&A

- Signed S&P agreement on August 25 for proposed acquisition of Sime Darby's Pasir Gudang Yard
- Purchase price of RM393.5 million, subject to condition precedent
- Finalising acquisition completion date

► Keabangan integrated production platform

- Ongoing discussion with Keabangan Petroleum Operating Company Sdn Bhd (KPOC) and Sime Darby
- Evaluating on novation possibility
- Dedicated team



Transformation Programme



‣ Business improvement

- Enhance cost discipline
- Improve EPC stages
- Pilot quick wins

‣ Organisation structure

- Project focused

‣ HR transformation

- Capability development
 - MMHE-Technip Capability Development for engineering
- Performance reward system
 - To reward high performers
- Strategic talent sourcing



Thank You Merci



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