



## **FY 2019 Results Presentation**

April 2020



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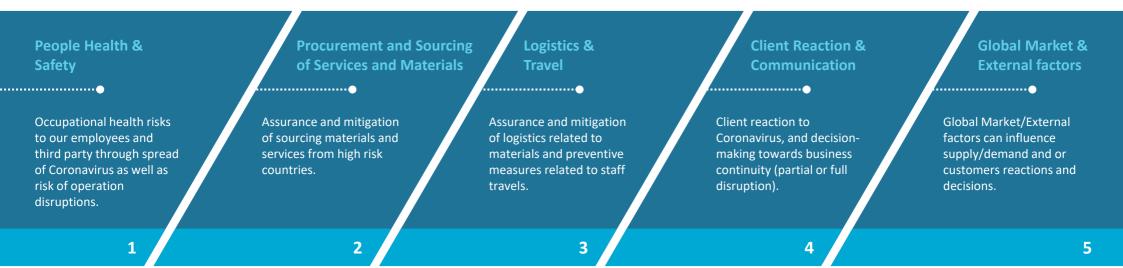
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### **Areas of Focus during Coronavirus Breakout**





All countries where the Group operates have full ERP as well as mitigation and recovery plans on the ground



## **Situation Monitoring**

ADES is closely monitoring its operations in line with updates & guidance from WHO, ISOS and local governments and authorities of the countries where the Group operates or sources materials from



#### **Prevention**

Awareness campaigns for employees, frequent disinfecting and cleaning, travel restrictions, personnel screening and testing, increased sick-leave flexibility and deploying technology to support remote working policies.



## Mitigation & Recovery

Business continuity plan including a flying squad crew in each country and close coordination with customers and suppliers.

Communication protocol established internally and with our customers and suppliers;



#### **Response Plan**

A Corona Action and Response Plan and check list is put in place to systematically monitor triggers, assess risk and impact and define response actions at various levels from rig to country and HQ level.

#### **ADES at Glance**





Leading MENA-based O&G Service
Provider



Industry Leading Financial and Operational Performance



Strong Contracted Backlog Position with High Quality Client Base



#### **Established Regional Champion:**

- 51 rigs across 4 countries
- 4,000+ High-Caliber Workforce



Differentiated low-cost business model and a non-speculative approach to acquisition, delivering a track record of growth through the cycles

US\$ 478 m

FY 2019 Revenue (▲ 2.3x vs. FY 2018)

US\$**193.4**m EBITDA

> FY 2019 EBITDA (▲ 1.9x vs. FY 2018)

**97%**Utilization Rate

Utilization Rate in FY 2019 (vs. 85% in FY 2018)

US\$ **1.3** bn Backlog

Total Backlog (as of FY 2019)

4 years
Tenor

Weighted Average Remaining Contract Tenor 0.41

**RIFR** 

RIFR in FY 2019 (vs. IADC standard of 0.63)





### **Strong Financial Performance in FY 2019**



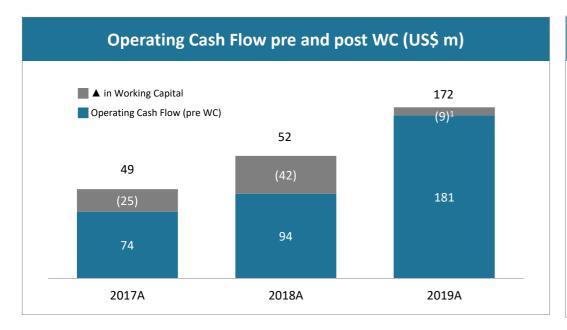


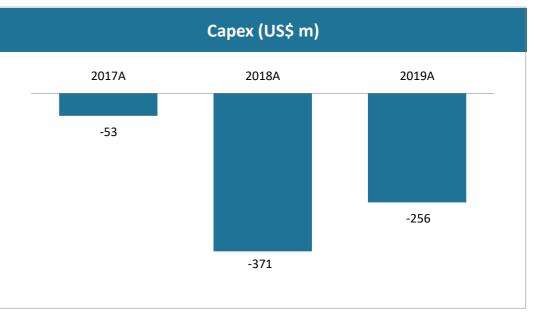
<sup>&</sup>lt;sup>1</sup>The normalised net profit margin stood at 15.2% in 2019 reflecting the new business distribution following the acquisitions, higher finance & depreciation charges during the year.

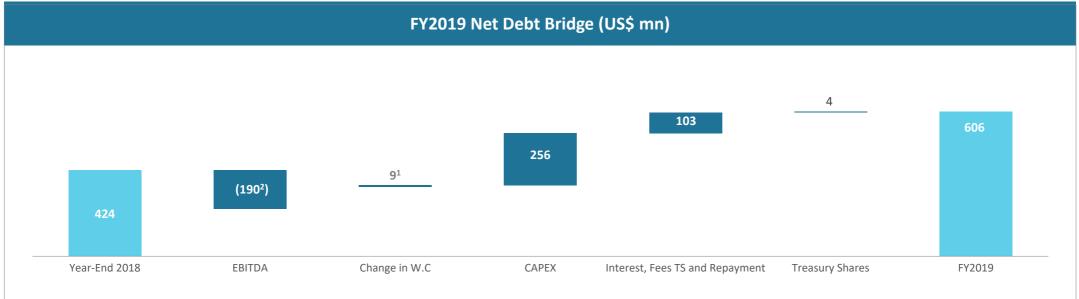
<sup>&</sup>lt;sup>2</sup>The 61% y-o-y net profit decrease for the year was driven by significant non-recurring charges throughout the year.

### **Cash Generation Profile**









<sup>1)</sup> Working Capital includes Taxes and Provision paid of US\$ 6.5 m in 2019

<sup>2)</sup> Excludes provision for impairment no longer required related to Trade Receivables of US\$ 3 m

### **Key Financial Metrics**



#### **Financial Targets**

- Minimum Backlog at 2.0x Net Debt
  - Ensured through consistent adherence to buy-tocontract model
- Net Leverage at 3.1x (vs. 4.0x covenant)

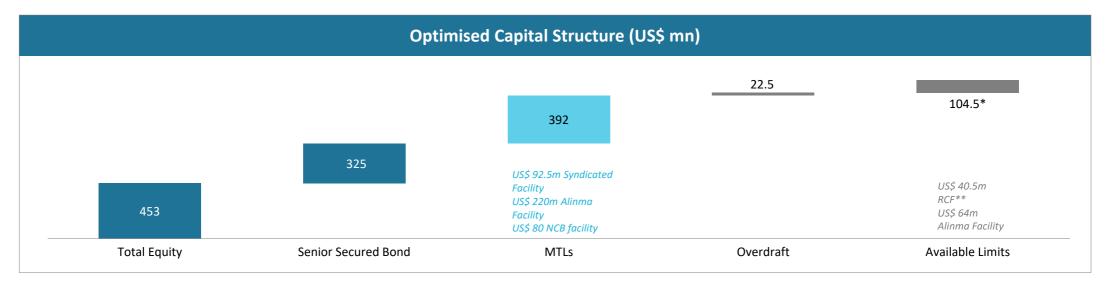
 Minimum Cash at ~10% of annual turnover to support liquidity

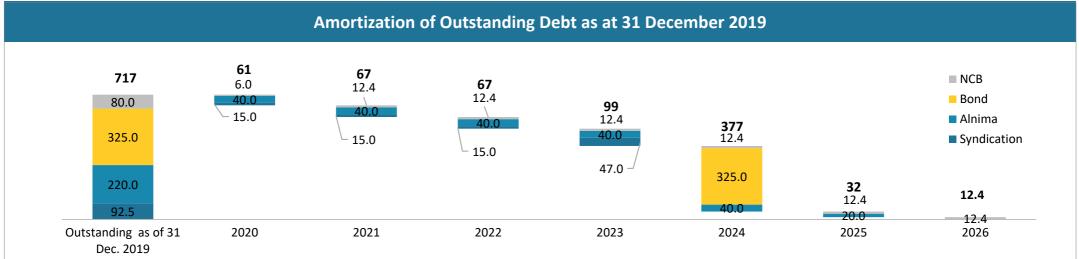
#### **Key Financial Metrics** Backlog / Net Debt (x) Net Debt / LTM EBITDA (x) Cash Balances At Year-End (US\$ mn) Covenant level: 4.0x 5.7 3.2x 137 3.1x 131 2.4x 120 2.9x 0.9x 2.2 2.2x 2016A 2017A 2018A 2019A ■ Based on Covenant Calculated EBITDA \* 2017A 2019A ■ Based on LTM EBITDA 2018A 2016A 2017A 2018A 2019A

<sup>(1) \*</sup>Banks Covenant EBITDA – refers to the Actual EBITDA contributed for the Existing rigs +( Annualised Revenue for the Acquired Contracted rigs\* 35% EBITDA margin \*90% utilization factor)

## Ample Liquidity to Meet Business Needs and Matching Maturities







<sup>\*</sup> Excludes NCB facility of US\$ 80 m, withdrawn but not utilized and available in cash balance as of 31/12/2019

<sup>\*\*</sup> RCF utilized balance of US\$ 9.5m, was settled during 1Q2020. RCF utilization is subject to LTV (1) Please note that FY19 figures are audited

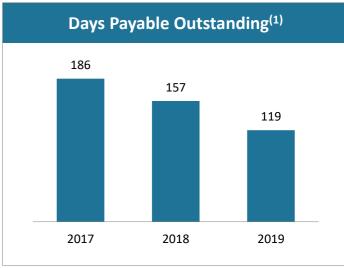
## **Working Capital Profile**



During 2019, the Group's efforts to improve working capital management began bearing fruit primarily due to the expanded presence in Kuwait and KSA who have faster payment terms.









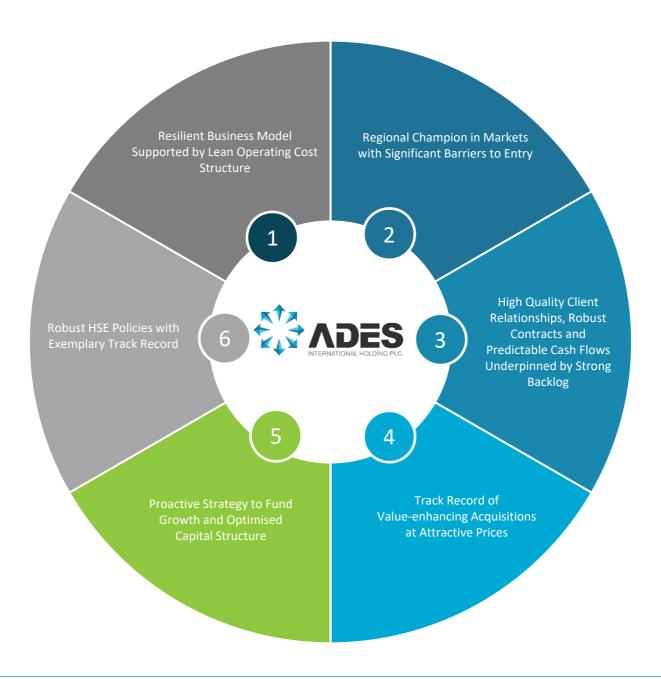




(1) Calculated based on average balances

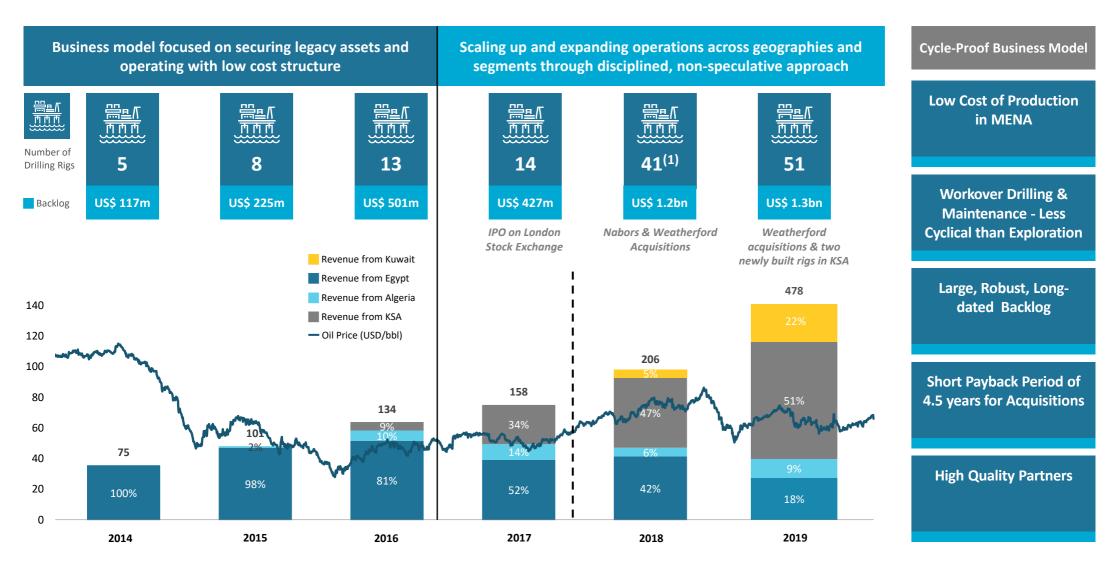
## **Key Strengths**





## 1 Resilient Business Model Supported by Lean Operating Cost Structure



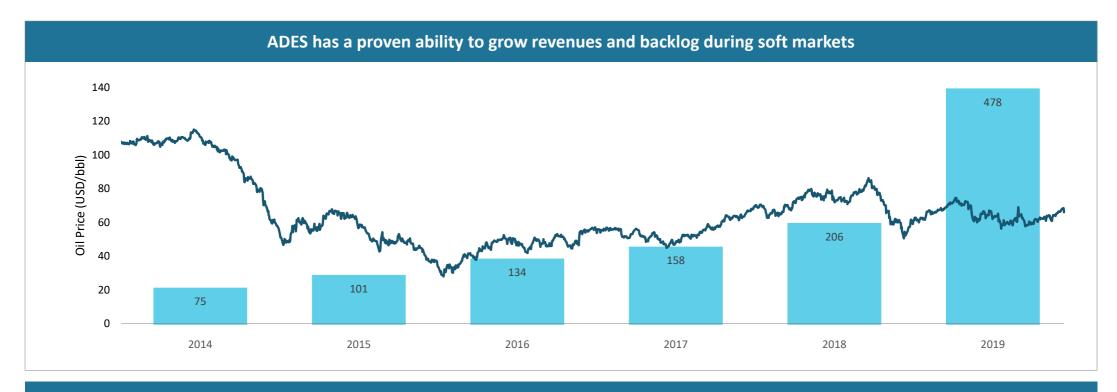


<sup>(1)</sup> On 27 Feb 2019, ADES completed the acquisition of 4 Weatherford rigs in Algeria and on 25 March 2019, ADES completed the acquisition of the remaining 2 rigs in Iraq; the latter mobilized to KSA (none of these included in this number). Also excludes two onshore new-builds for which contracts were awarded in Feb-2019 which have been ordered but was not yet to be delivered. (2) 2018 Revenue includes contribution from Nabors KSA rigs: 6 months for 2 rigs and 2 months for 1 rig; contribution from Weatherford rigs: 2 months for 4 rigs in Kuwait and 1 month for 9 rigs in KSA

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## 1 ADES is Well-equipped to Withstand the Current Oil Price Situation





#### ADES' position is supported by a number of key strengths

## Strong liquidity

US\$ 120 million in cash and available undrawn facilities of c.US\$ 100 million.

## Long-dated backlog

Providing long-term revenue visibility and stability.

## Strong cash generation ability

Revenue visibility and resilient earnings supporting future cash generation.

## Fixed daily rates

Rigs contracted at fixed daily rates and calibrated during a low point in oil price cycle.

## Diversified portfolio

Across the MENA region with the lowest cost of extraction / breakeven points globally.

## Long-term horizons

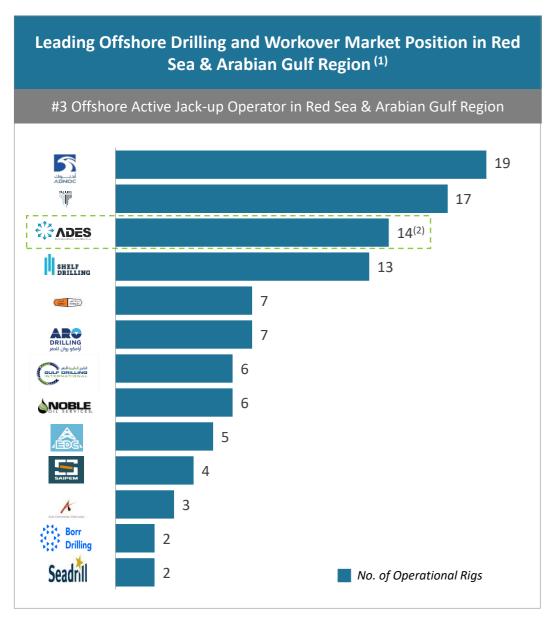
Client-base dominated by NOCs with longterm horizons and less susceptible to short term oil price-cycle.

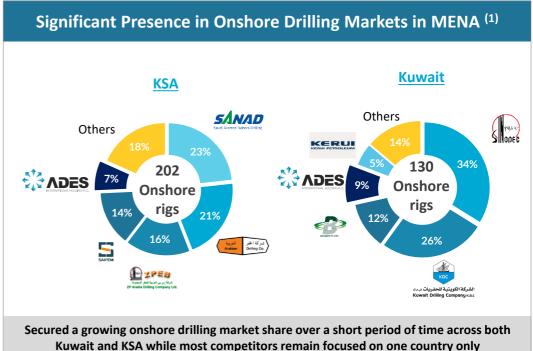
### Low-cost model

Minimised overheads allowing for competitive rates and profitability in tough market conditions.

## 2 A Regional Champion







#### **Prequalification Yields Top Client Base Across NOCs & IOCs**

Prequalified in more than 14 markets with over 20 clients key NOCs and IOCs

A prequalification status across countries with 72% of the regional proven hydrocarbon reserves(3)

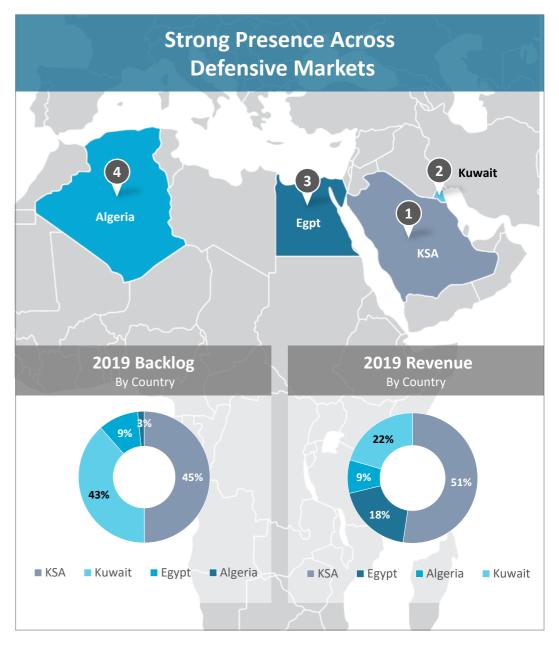
**✓** 

) Source: WGE Based on rig owner data including drilling and workover rigs; (2) ADES number includes MOPU and the Jack-up Barge; (3) Source: Wood Mackenzie, Middle East excluding Iran

## 2 Our Markets and Asset Base

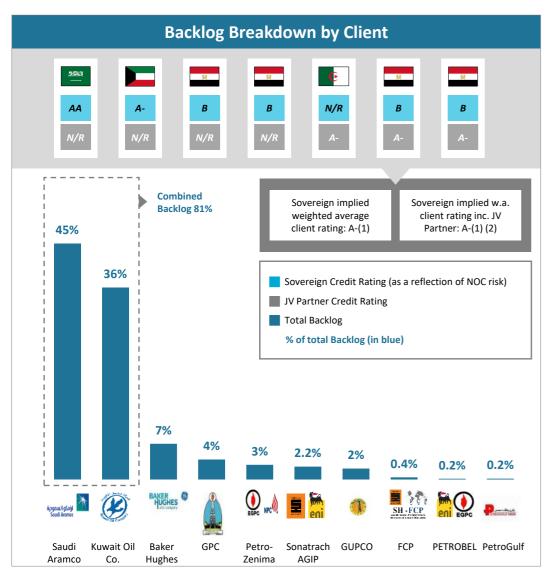


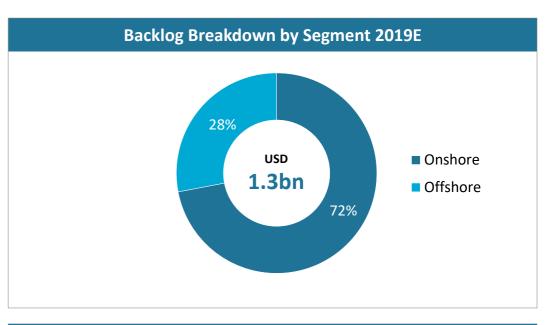
	Country	Onshore Rigs	Jack-Up Rigs	МОРИ	Offshore Jack-up Barge
1	KSA	15	6		
2	Kuwait	12			
3	Egypt	1	7	1	1
4	Algeria	8			
	Total	<b>36</b> Onshore Rigs	<b>13</b> Jack-up Rigs	<b>1</b> MOPU	<b>1</b> Jack-up Barge
	51 Rigs in 4 Countries				



## **3** Robust Cashflow and Revenue Visibility Underpinned by Strong Diversified Backlog









Excluding Algeria (unrated); (2) Assuming 50/50 weighted rating between the sovereign and JV partner credit rating;

## **3** Continued Confidence in ADES' Ability to Deliver High-Quality Services



#### February 2019 – New Contracts Secured Through Tendering Activity

Location KSA (2 newly build onshore rigs)

Current Charterer Aramco

Contract Tenor 7 years (5 years + 2-year extension)

7 year tenures versus the average of 3 years in KSA Operations due to commence in H2 2019 ADES sees long-term potential for these assets in the Saudi market and ADES expects to generate a strong return on this investment The Group has purchased two newly built onshore rigs (ADES 13 & 14) that meet the contract specifications for a total cost up to USD 45mn



#### **February 2019 – Contract Renewals**

Location KSA (6 onshore drilling rigs)

Current Charterer Aramco

Contract Tenor 3 years

The six onshore operating rigs in the KSA were acquired in December 2018 as part of the Weatherford acquisition

Commenced in February 2019 upon expiry of existing contracts The renewals are further endorsement of clients' confidence in ADES as it scales up its business across the region



#### Jan 2020 - Contract Renewals

Location KSA

Current Charterer Aramco

Contract Tenor 5 Year & 1 years respectively

ADES rig 262 & 261



#### November 2019 – New Contracts in Kuwait

Location

Kuwait

Charterer

Baker Hughes / KOC

ADES 180 and 878 was subcontracted by Baker hughes, to provide drilling services for KOC.

Expected commencement date would be prior April 2020.

This contract represent ADES first involvement in the LSTK projects in collaboration with Baker Hughes.

The contacts are for 2 years firm and 6 month optional.

ADES 180 & ADES 878





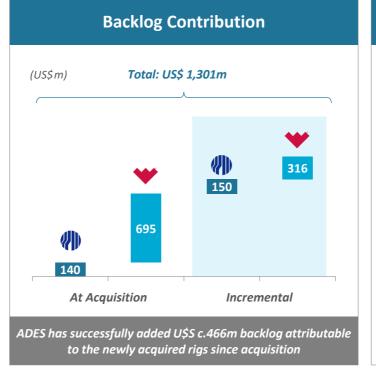
## Non-Speculative Approach to Value Accretive Acquisitions



1	<b>₩</b> NABORS			
Asset	Location	Current Charterer	Backlog at Closing	
3 ultra-shallow offshore drilling jack-up rigs	KSA	Saudi Aramco	US\$ 140 million	

2	<b>₩</b> Weatherford			
Asset	Location	Current Charterer	Backlog at Closing	
31 onshore drilling rigs	KSA, Algeria, Kuwait and Southern Iraq	Kuwait Oil Company and Saudi Aramco	US\$ 695 million	

#### **Total Fleet Addition** (No. Rigs) ■ New contracts/New Assets ■ Existing Rigs 51 Acquisitions 36 34 15 15 12 Offshore Onshore Total The new strategic acquisitions have secured ADES' position as one of the major players in the MENA region



#### **Value-Adding Acquisitions** Further underpins our Very well distributed position in existing asset base platforms Entry to very exclusive market with high Entry to the onshore gas drilling market in KSA barriers to entry (Kuwait) Short payback periods Acquisition consideration with ongoing operations was executed on accretive and immediate cash EV/EBITDA multiple generation

1) On 25 March 2019, ADES completed the acquisition of the remaining 2 rigs in Algeria and 2 rigs which were mobilized from Iraq to KSA





The Group is committed to maintaining certain key financial ratios at or below specified thresholds, allowing ADES to keep a conservative financial position while successfully delivering on its growth targets.

Debt Composi	tion & Credit Ratios at Dec-19	
Debt Composition (US\$ m):	Dec-19	Covenant
5YR Syndicated Credit Facility (\$L+5.00%)	93	
7YR KSA Bilateral Credit Facility (SAIBOR + 3.25%)	220	
7YR KSA Credit Facility (SAIBOR + 2.25%)	80	
5YR Senior notes (8.625%)	325	
Overdraft	23	
Un-amortized bond and loan fees	(15)	
Total Outstanding Debt	726	
Cash & Cash Equivalents	(120)	
Net Debt	606	
2019 EBITDA	193	
Credit ratios		
Net Debt / Book Equity	1.2x	Max 2.75x
Gross Debt / 2019 EBITDA	3.7x	4.5x <sup>(1)</sup>
Net Debt/ 2019 EBITDA	3.1x	4x <sup>(2)</sup>
Backlog / Net Debt	2.2x	n/a

#### **Target Financial Policies**

## The group targets maintaining a minimum Backlog at 2.0x Net Debt

This level has consistently been maintained, supported by the "buy-to-contract" model (i.e. securing contract before finalising the asset acquisition)

In addition, ADES targets Net Leverage at 2.5-3.0x (vs 4.0x covenant) and Gearing (Net Debt / Book Equity) 1.5-2.0x (vs 2.75x covenant)

The group targets to maintain, at all times, a minimum cash on balance sheet at ~10% of annual group turnover for liquidity purposes

<sup>1)</sup> Decreasing to 4.25x and 3.5x in June '20 and Jun '21 respectively

<sup>(2)</sup> Decreasing to 3.25x Jun '21

<sup>(3)</sup> Source: Public fillings; considers peers which disclose their backlog



## 6 Commitment to Superior HSE Culture and Practices



#### **HSE Overview**

Committed to complying with occupational health, safety and environmental care standards

HSE Management System provides ongoing identification, prioritization and control of any risk that may arise

2019E Recordable Injury Frequency Rate (RIFR) of 0.41, versus IADC worldwide standard rate at 0.63.

Top tier HSE consultant appointed to review safety procedures and ensure continued adherence to highest standards

ADES Recordable Injury Rate Lower than Market Incident Rate				
	2016	2017	2018	2019
Total Working hours ('000)	2,792	4,343	5,272	13,644
ADES Recordable injuryrate (200,000 man-hours)	0.40	0.41	0.57	0.41
IADC worldwide RECRD incident rate up to date	0.58	0.45	0.68	0.63



#### Incident and Injury Free (IIF) Assessment and Strategy

#### Consultants have carried out preliminary safety culture assessment addressing

1

Full safety culture assessment through interviews of >45 employees from crosssection of ADES

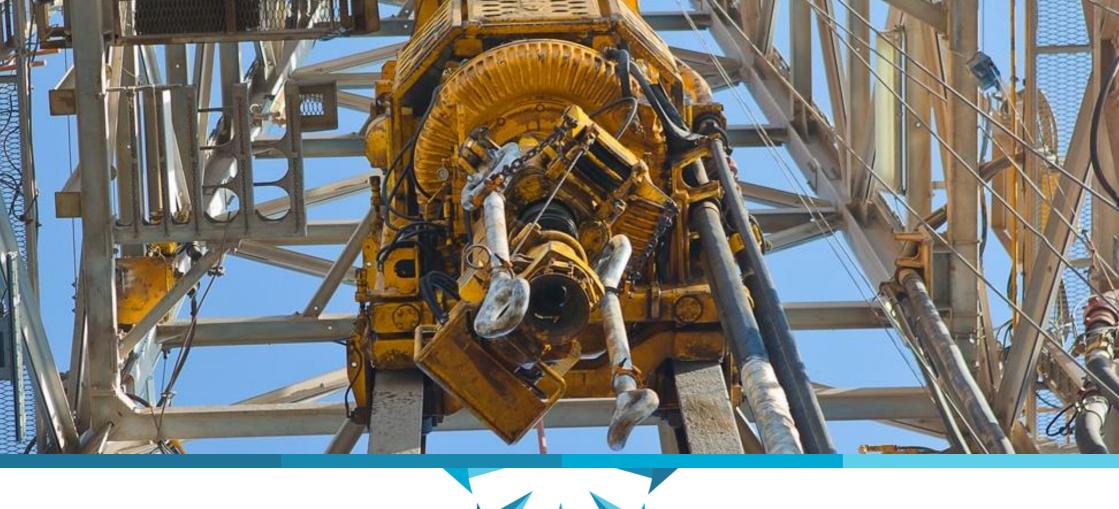
2

Plan IIF sessions in town, for the crews of three select rig sites as well as Cairo office employees; to be rolled-out in the KSA at a later stage

3

Carry out IIF coaches training which shall be provided to ADESnominated IIF coaches 4

Post-IIF sessions, Offshore unit visits to evaluate IIF measures have been adequately employed





## **FOCUS ON BUSINESS SUSTAINABILITY**

### Post Merger Integration Plan: Creation of "One ADES"





#### **Strengthened Internal Organization**



Hatem Soliman Board Member

• 37 Years Executive management with Schlumberger



Norbert Heitmann Head of Operational Excellence

- 35 Years Experience
- Extensive Well Construction Knowledge, leading Industry innovation



Mohamed Merad Chief Commercial and Supply Chain Officer

- 21 Years Experience
- Executive Management experience with SLB in Saudi Market



Ihab Gueneid Country Director

- · 35 Years Experience
- Executive management positions with Schlumberger & ADC



Steve Weisl Head of Performance Excellence

- 30 Years Experience
- Senior Operational Management with Transocean & Seadrill



Paul Belliss HSE Manager

- 40 Years Experience
- Proven HSE & Engineering experience with BP & BG



Khaled Hassan Group Chief Financial Officer

- More than 25 Years Experience
- Previous CFO positions in Holding companies.

## **Focus on Business Sustainability**





#### **Tender Activity**

We focus on business sustainability and use our well-distributed asset base to enter into competitive contract bidding across the region leveraging the following



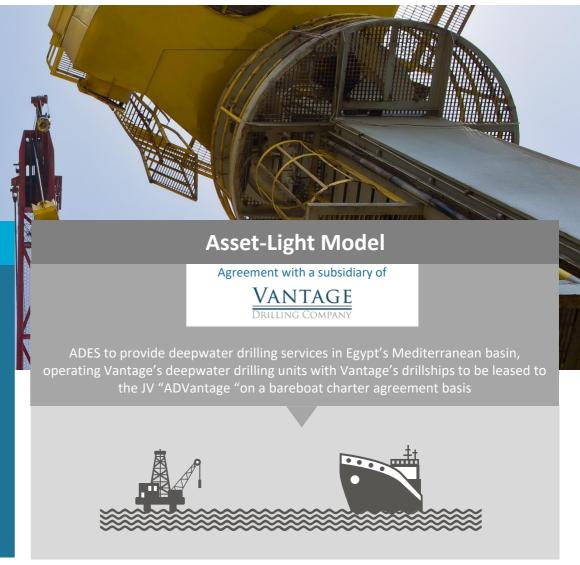
**Strong Asset Base** 



**Existing Platforms** across footprint



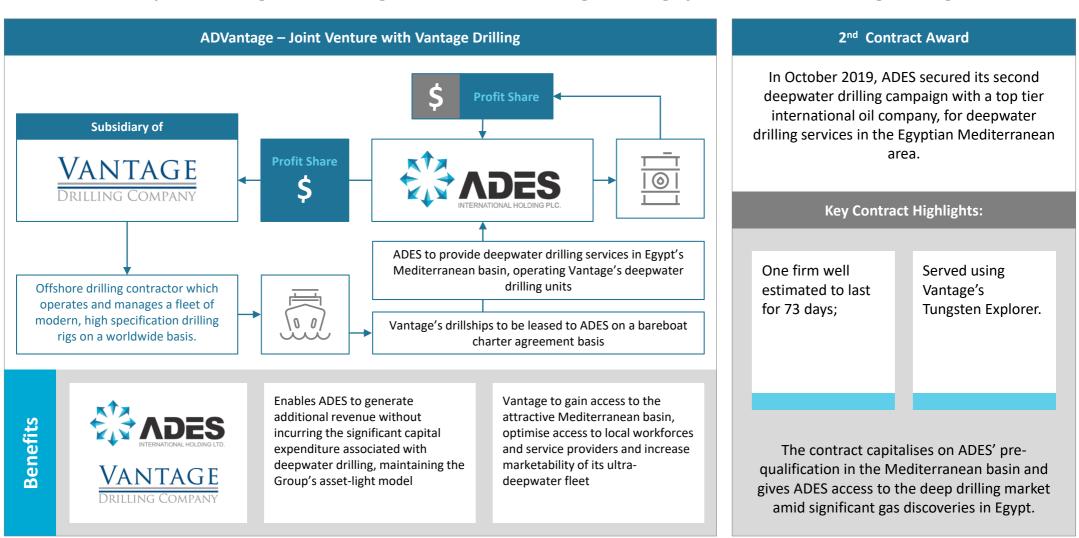
Pre-qualifications across MENA



## Leveraging Asset-Light Model for Expansion into Deepwater Drilling



Building on its proven track record of offering exceptional value for money in shallow, non-harsh environments, the Group has extended its reach into deepwater drilling while retaining its low-cost model through a strategic joint venture with Vantage Drilling International



### **Solid Financial Position**







**S&P Global**Ratings

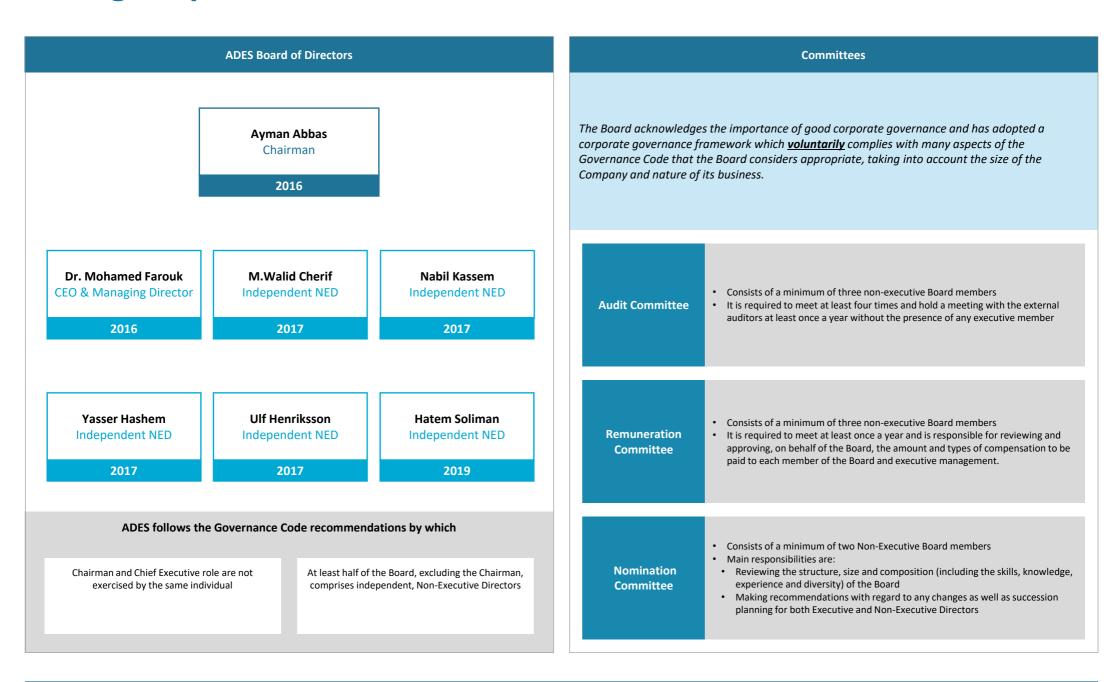
**Fitch**Ratings



### **Strong Corporate Governance**



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**Appendix** 

## **Areas of Focus during Coronavirus Breakout – Business Continuity Plan**



#### **People Health & Safety**

Occupational health risks to our employees and third party through spread of Coronavirus as well as risk of operation disruptions.

1

## Procurement and Sourcing of Services and Materials

Assurance and mitigation of sourcing materials and services from high risk countries.

2

#### **Logistics & Travel**

Assurance and mitigation of logistics related to materials and preventive measures related to staff travels.

3

## Client Reaction & Communication

Client reaction to Coronavirus, and decisionmaking towards business continuity (partial or full disruption).

4

## Global Market & External factors

Global Market/External factors can influence supply/demand and or customers reactions and decisions.

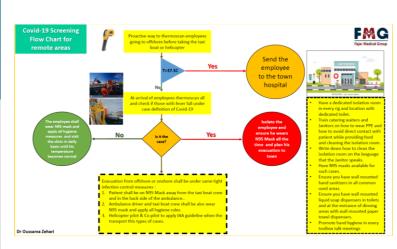
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## All countries where the Group operates have full ERP as well as mitigation and recovery plans on the ground:

Onshore and Offshore Protocols

Corona virus screening flowchart for remote areas.

Risk and Response Plan along with guidelines for its implementation





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## **Coronavirus – ADES Holistic ERP Plan – from Monitoring to Recovery**





## Situation Monitoring

ADES is closely monitoring its operations in line with updates & guidance from WHO, ISOS and local governments and authorities of the countries where the Group operates or sources materials from. ADES will continue to monitor closely all outbreak developments in countries where ADES employees come from.







Monitor travel ban updates and address the impact on business continuity.

# Awareness campaigns have been rolled out



have been rolled out through all of ADES' operating countries.



A travel ban in effect for all business travels. Travel control extends to field employees when in field breaks. Flying Squad teams are formed in operating countries.



All personnel are screened prior to embarking on ADES facilities and are requested to inform management any sickness during field breaks or holidays.



Public facilities are cleaned and sanitized frequently.



Deployment of additional tools material sanitization containment on all ADES units.



Employees instructed not to come to work if they feel sick.



Available free Coronavirus test for all employees.



Corona virus check protocol for offshore and onshore personnel.



Use of technology to replace physical meetings and flexibility on working remotely.

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## **Coronavirus – ADES Holistic ERP Plan - From Monitoring to Recovery**



#### Mitigation, ERP & Recovery Plan

Crises Management Board in Effect monitoring 24/7

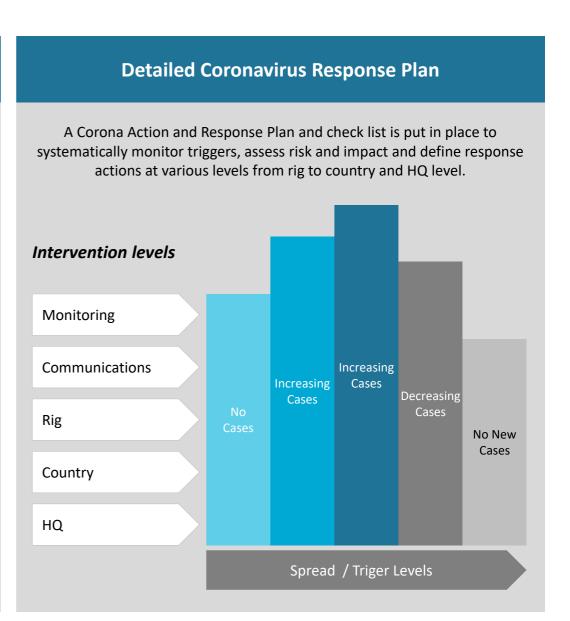
Business continuity plan including flying squad crew in each country and close coordination with customers and suppliers

Recovery plan including a detailed step by step disinfection protocol

ERP updated with Medevac contracts and contacts up to date

Contingency stocks of food on all rigs in case of quarantine for 14 days after discovery of any suspect case

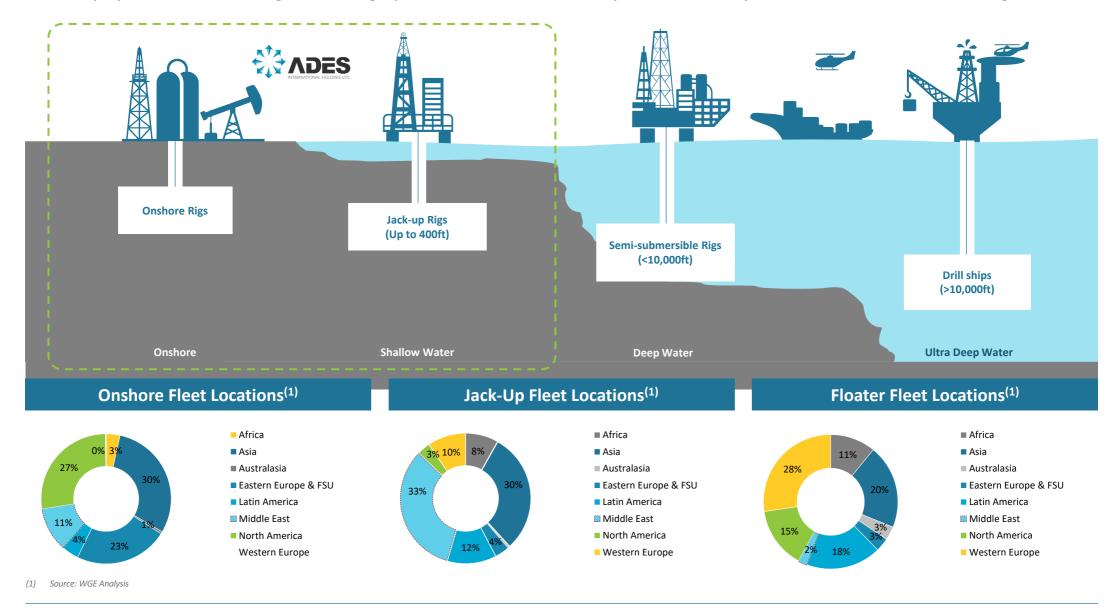
Communication protocol internally and externally



### **ADES's Core Focus is on "Non-Harsh" Environments**

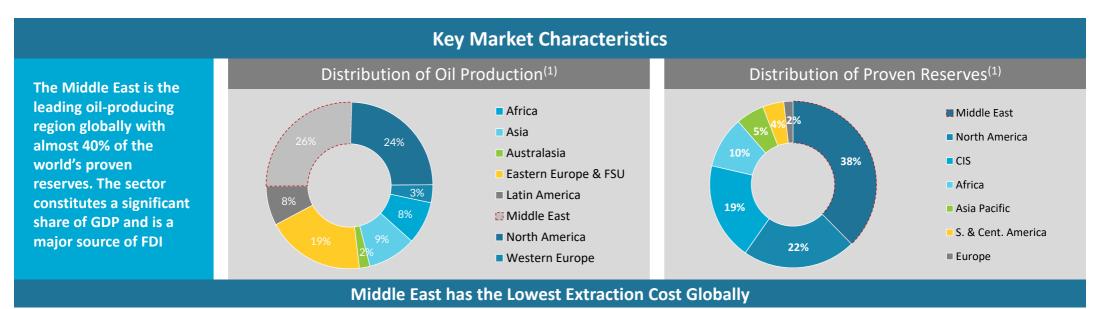


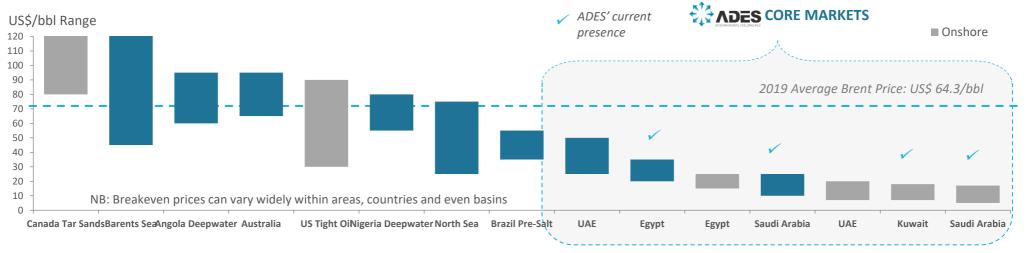
ADES is largely focused on onshore and shallow water drilling which, on a global level, represent the largest proportion of oil production. Onshore production currently represents almost 69% of global oil and gas production, while shallow water production currently contributes an additional c.25% on a global basis.



## The Middle East Continues to Lead in Terms of Oil Production and Proven Reserves





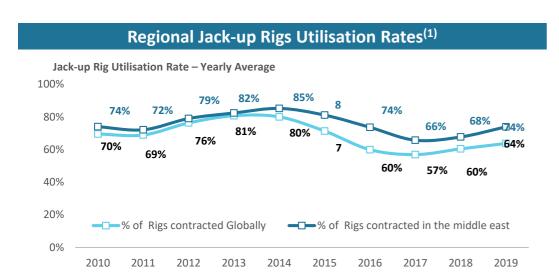


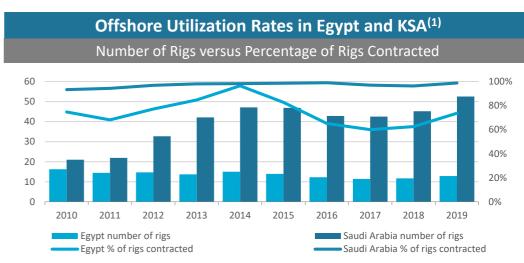
ADES operates in countries characterized by low extraction costs, non harsh environments and the pre-dominance of drilling intensive legacy fields

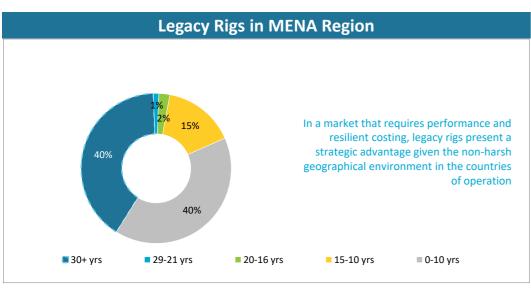
(1) Source: Wood Mackenzie Production as of 2018, Reserves remaining as of Jan-19

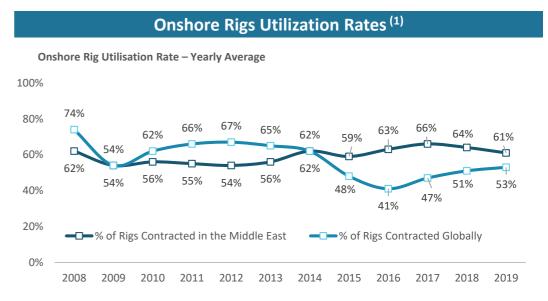
## Middle East Drilling Industry Has Exhibited Strong Growth While Keeping Utilizations High











(1) Source: WGE Analysis

### **Income Statement**



In USD unless otherwise stated	FY 2019	FY2018 (Restated)	YoY Change
Total Revenues	477,757,547	205,563,390	1329
COGS (Exc. Depreciation)	(236,267,402)	(79,656,871)	
COGS / Sales, %	49%	39%	
Gross Profit	241,490,145	125,906,519	92%
GPM, %	51%	61%	
SG&A (Exc. Depreciation)	(50,899,133)	(23,585,405)	116%
% of Revenue	-11%	-11%	
Impairment of Accounts Receivable	2,776,252	(1,250,607)	
EBITDA	193,367,264	101,070,507	91%
EBITDA Margin, %	41%	49%	
Total Depreciation	(51,025,246)	(28,322,675)	
Long-Term Incentive Plan (LTIP)	(11,341,219)	-	
End of service benefit	(4,899,967)	(1,309,036.00)	
Provisions for other Claim (Tax Provision)	(1,443,181)	(280,017.00)	
Inventory Impairment provision	(253,329)	<u>-</u>	
Operating profit	124,404,322	71,158,779	75%
EBIT Margin, %	26%	35%	
Interest Expense / Income	(88,702,079)	(31,233,612)	
Interest Income	512,013	2,738,844	
Other expense	(2,907,206)	(2,515,532)	
Other income	1,786,501	912,550	
Bargain Purchase Gain	11,877,674	46,252,908	
Transactions expenses	(6,432,718)	(5,617,088)	
Other taxes	(438,716)	(295,960)	
Fair value loss on derivative financial instrument	771,136	(4,340,180)	
EBT	40,870,927	77,060,709	(47%)
EBT Margin, %	9%	37%	
Income Taxes	(9,337,365)	(3,788,784)	
Tax Rate, %	23%	5%	
Net Profit	31,533,562	73,271,925	(57%)
Net Profit Margin, %	7%	36%	
Minority Interest	(2,903,549)	(379,648)	
Net Profit attributable to the Equity Parent	28,630,013	72,892,277	(61%)

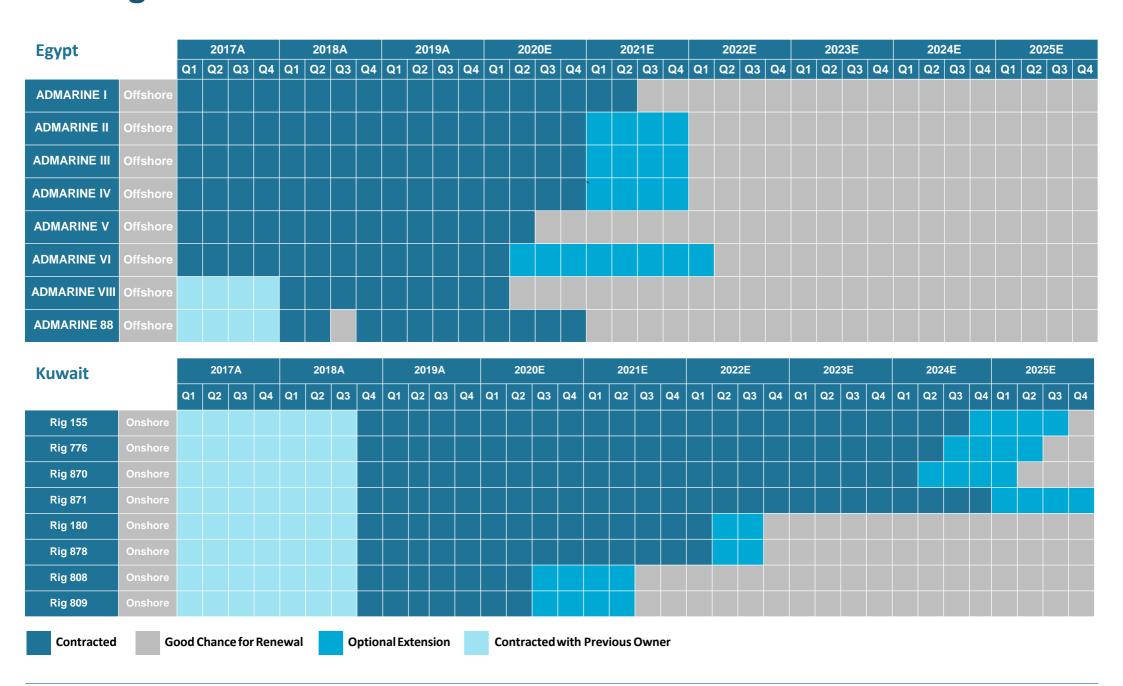
## **Balance Sheet**



n USD unless otherwise stated	Dec-2019	Dec-2018 (Restated
Non Current Assets		
Property and equipment	987,216,314	727,339,26
Right of use assets	23,422,290	
Intangible assets	347,304	456,18
Investment in an associate and a joint venture	4,140,576	2,184,38
Trade receivables	38,947,290	
Other non-current assets	2,858,310	1,202,58
Total non-current assets	1,056,932,084	731,182,42
Current Assets		
Inventories	44,820,164	32,672,32
Trade receivables	91,780,792	100,757,51
Contract assets	41,541,310	36,369,64
Due from related parties	4,740,918	377,34
Prepayments and other receivables	72,150,555	52,383,093
Bank balances and cash	119,601,159	130,875,239
Total current assets	374,634,898	353,435,15
Total assets	1,431,566,982	1,084,617,58
Current Liabilities		
Trade and other payables	196,329,456	83,298,424
Loans and borrowings	83,692,835	45,258,354
Provisions	1,100,000	1,874,654
Due to related parties	58,224	56,10
Derivative financial instrument	3,131,728	1,216,38
Total current liabilities	284,312,243	131,703,91
Non Current Liabilities		
Loans and borrowings	322,354,493	510,010,56
Bonds payable	313,158,968	
Lease liabilities	13,316,152	5,391,57
Provisions	16,375,652	12,959,59
Derivative financial instrument	6,584,893	3,123,799
Deferred mobilization revenue	11,751,262	
Other non-current payables	10,988,839	
Total non-current liabilities	694,530,259	531,485,52
Total liabilities	978,842,502	663,189,44
Shareholder Equity		
Share capital	43,793,882	43,793,883
Share premium	178,746,337	178,746,33
Merger reserve	-6,520,807	-6,520,80
Legal reserve	6,400,000	6,400,000
Share-based payments reserve	11,341,219	2,102,00
Treasury shares	-3,501,200	
Cash flow hedge reserve	-6,147,575	
Retained earnings	219,225,419	190,595,40
Equity attributable to equity holders of the Parent	443,337,275	413,014,81
Non-controlling interests	9,387,205	8,413,31
Total equity		
• •	452,724,480	421,428,13
Total Equity and Liabilities	1,431,566,982	1,084,617,58

## **Backlog Overview**





### **Backlog Overview**



