



**Wilhelmsen
Maritime Services**



WWH Capital Markets Day

17 September 2015

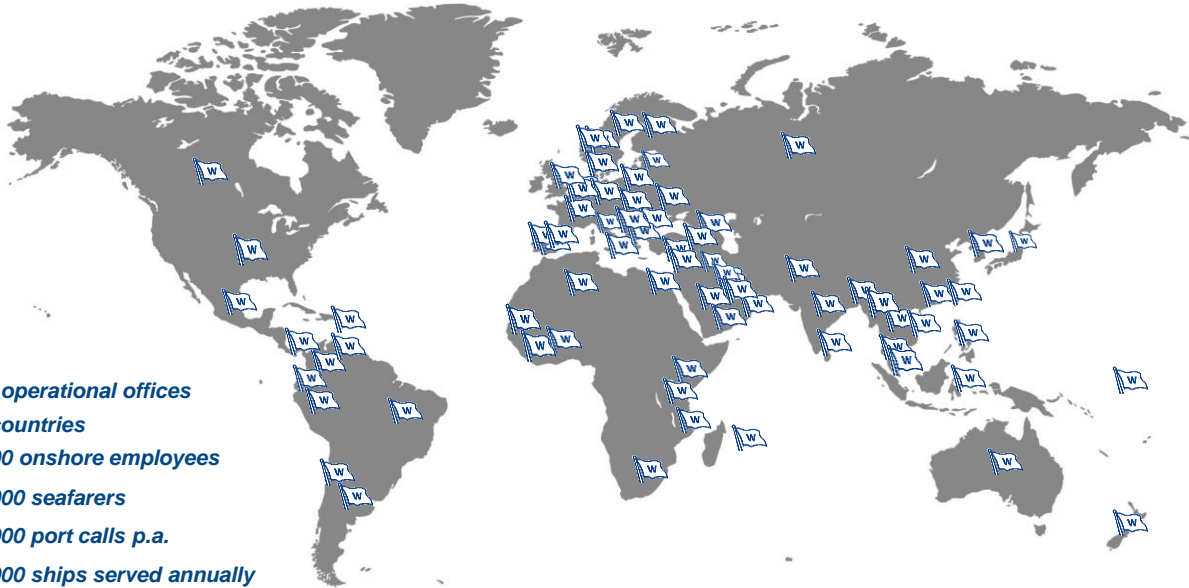
Dag Schjerven, President & CEO

- WMS portfolio strategy

Neal De Roche, Regional VP Asia Pacific WSS

- Wilhelmsen Ships Service and the Asia Pacific Region

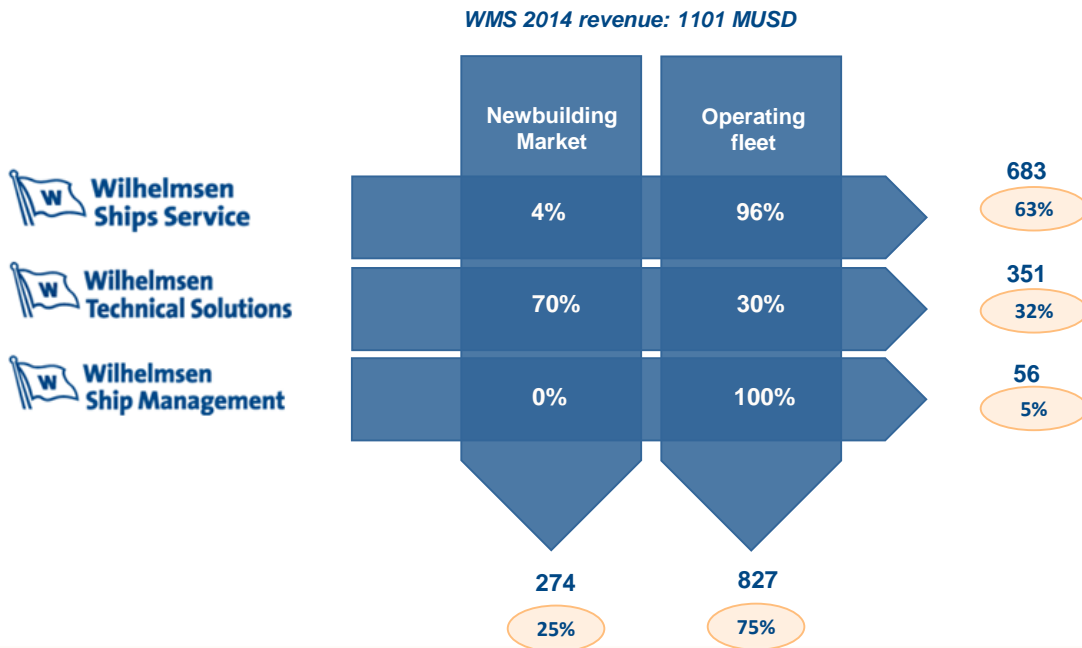
The world's largest maritime network



- ~ 400 operational offices*
- ~ 75 countries*
- ~ 5 600 onshore employees*
- ~ 11 000 seafarers*
- ~ 65 000 port calls p.a.*
- ~ 25 000 ships served annually*
- ~ 50% fleet penetration (services)*
- ~ 25% fleet penetration (equipment)*

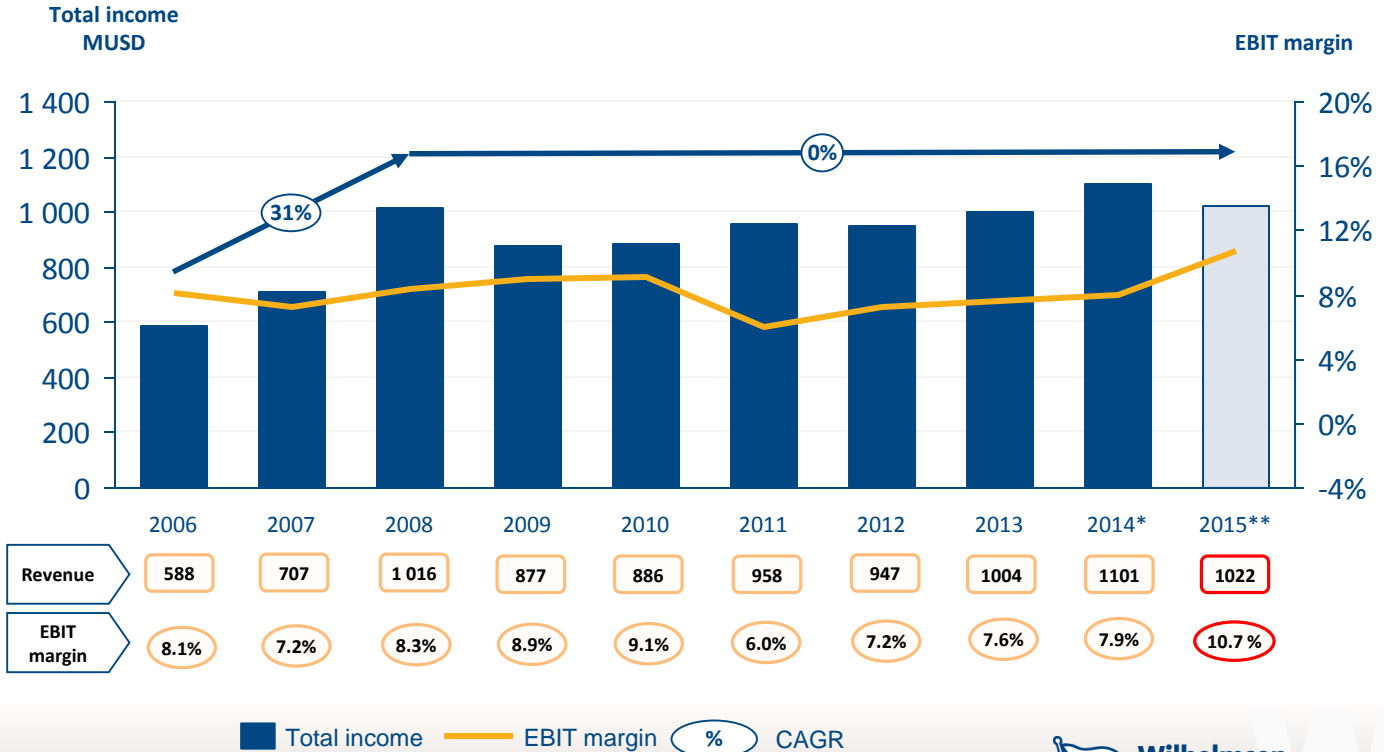
WMS revenue overview 2014

WMS Revenue split (MUSD)



Robust financial performance

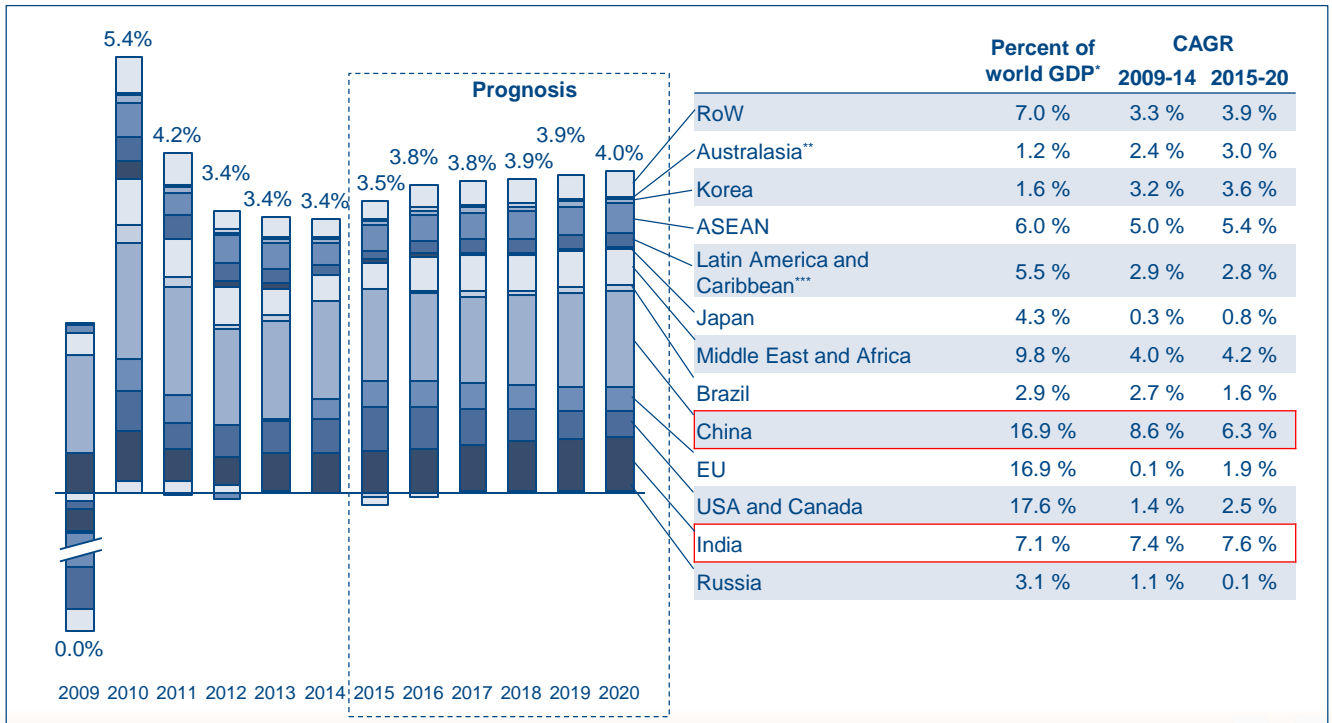
- Stable activity – strong margin



Key driver for future growth (#1)

- Emerging markets continue to drive growth

Actual and projected GDP growth for selected countries / regions, 2009-2020F



*) Based on purchasing power parity (PPP) for 2015. **) Australasia is Australia, New Zealand and Papua New Guinea.

***) Latin America and Caribbean excl. Brazil.

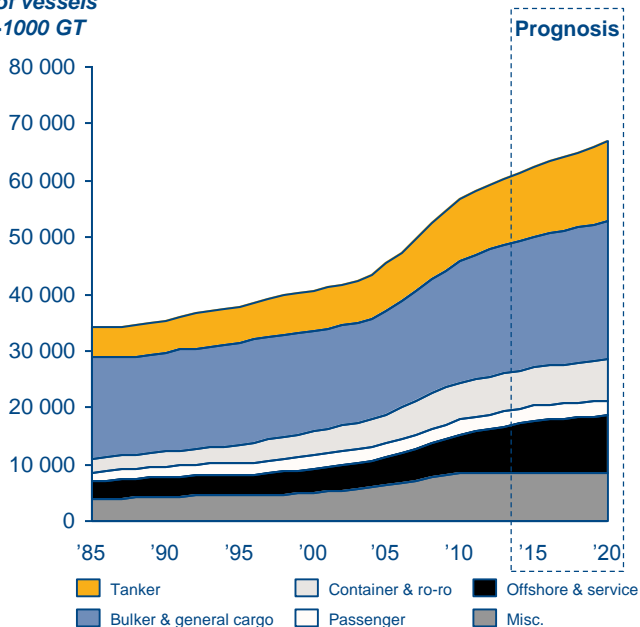
Source: IMF, WEO April 2015

Key driver for volume growth (#2)

- Global fleet continue to grow

World fleet development

of vessels
>1000 GT

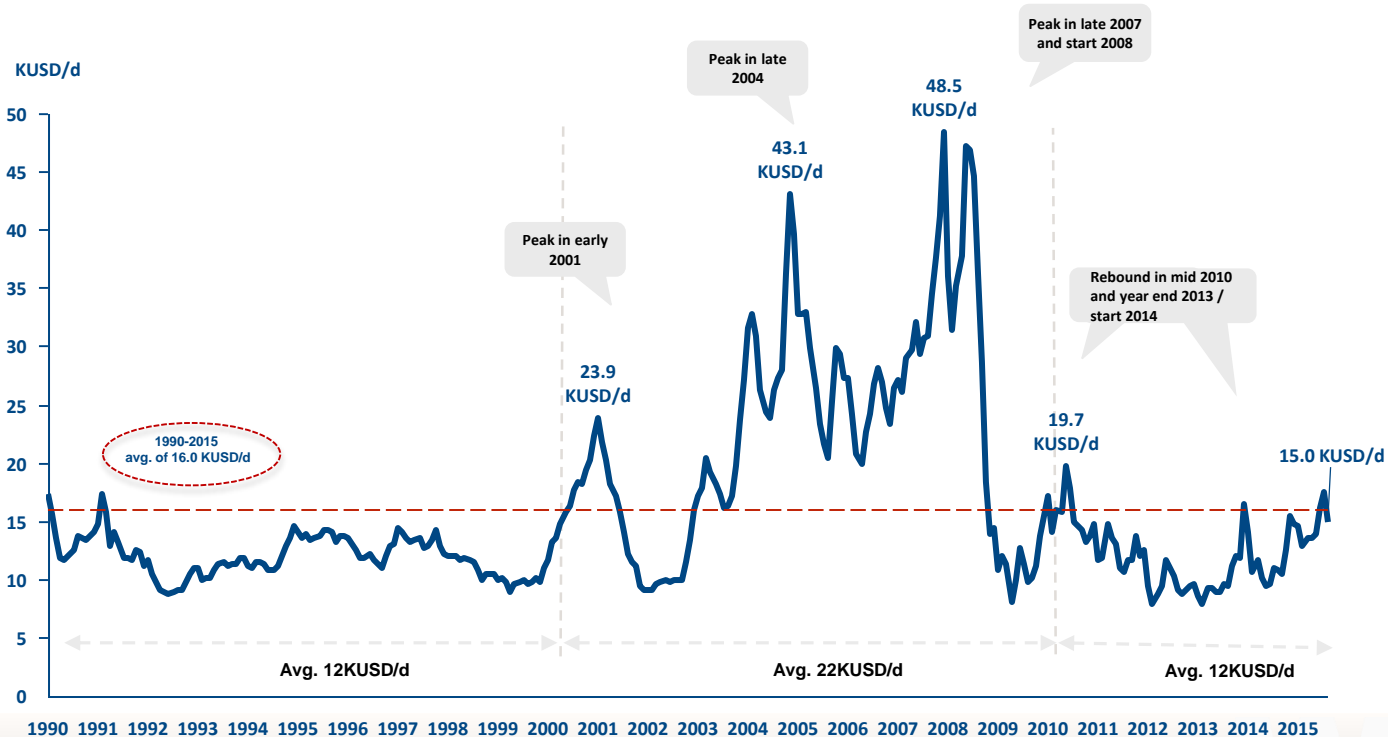


	Fleet size (#)	CAGR	
	2015F	2009-14	2015-20
Tanker	12 322	2.5 %	2,4 %
Of which:			
Crude	1 965	2.2 %	2.6%
Chemical / Products	2 588	2.7 %	0.7%
LPG & LNG	1 576	3.0 %	4.4%
Bulk & general cargo	22 962	2.2%	1.2%
Container & ro-ro	6 741	0.7%	1.8%
Of which:			
Vehicle	820	2.5%	1.4%
Passenger	2 695	0.5%	-0.2%
Of which:			
Cruise	530	0.5%	1.4%
Offshore & services	9 022	6.0%	2.2%
Of which:			
PSV & AHTS	4 121	9.1%	3.2%
Misc.	8 579	1.2%	-0.1%
Total	62 321	2.3%	1.4%

Key driver for volume growth (#3)

- Still challenging market conditions for many WMS customers

Clarksea Index* 1990-2015 (YTD Aug)



*Clarksea Index is a weighted average of earnings by tankers, bulkers, containerships and gas.
7 Source: Clarkson.

WMS portfolio strategy



Ambition to regain some of the strong growth experienced from 2005 to 2008

- ❖ Seek growth through acquisitions and partnership in core areas
- ❖ Reduce ownership in non-core areas
- ❖ Continue to develop business areas synergies across current structures

WMS portfolio strategy



Strategic direction

- Divest or JV
- Ongoing process



An international provider of Insulation, HVAC and Electrical Energy Management solutions for the maritime, offshore & energy markets.

WMS portfolio strategy



Strategic direction

- Under consideration
- Regulatory driven

Operational strategy

- ❖ Right-size both organisations
- ❖ Bundle the offers and seek more agreement based contracts

WMS portfolio strategy



Strategic direction

- Growth through acquisitions and solution development
- Strengthen the position in Asia / emerging markets

Operational strategy

- ❖ Leverage existing global network and transform the supply chain
- ❖ Rationalise the product portfolio and develop digital solutions

WMS portfolio strategy



Strategic direction

- Reinforce fundamental business model
- Organic growth combined with acquisitions

Operational strategy

- ❖ Ensure quality and consistency
- ❖ Improve efficiency through better utilization of global network
- ❖ Develop new customer interfaces on digital platforms

WMS portfolio strategy



Strategic direction

- Organic growth through sales and customer partnerships
- Acquisitions of industry related companies

Operational strategy

- ❖ Invest in training and competence building of seafarers
- ❖ Develop new services and evaluate new segments

Wilhelmsen Ships Service

- Standardised products and services
- Exceptional supply





Wilhelmsen Ships Service and the Asia Pacific Region

Neal De Roche – Regional VP Asia Pacific WSS

Offering you the industry's most comprehensive portfolio



MARINE
PRODUCTS



TECHNICAL
SERVICES



SHIPS
AGENCY



MARITIME
LOGISTICS

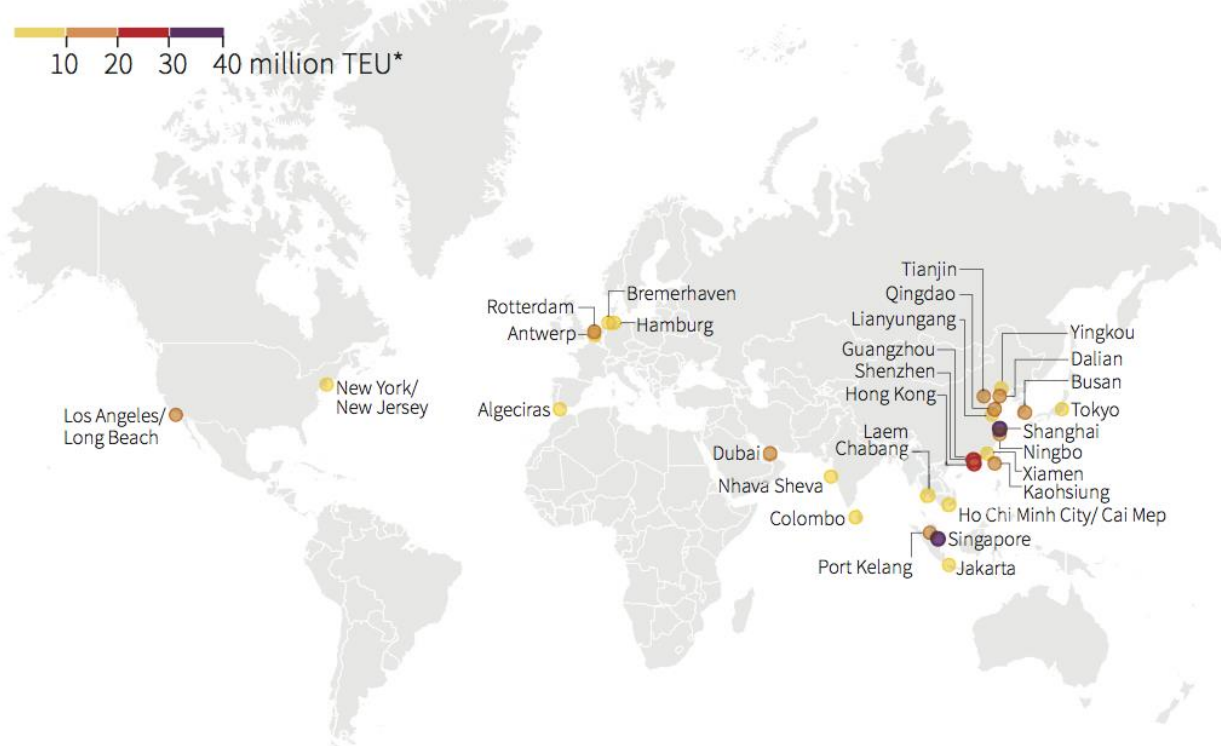


Emerging region hosting most of the major ports in the world

Largest shipping container ports in the world

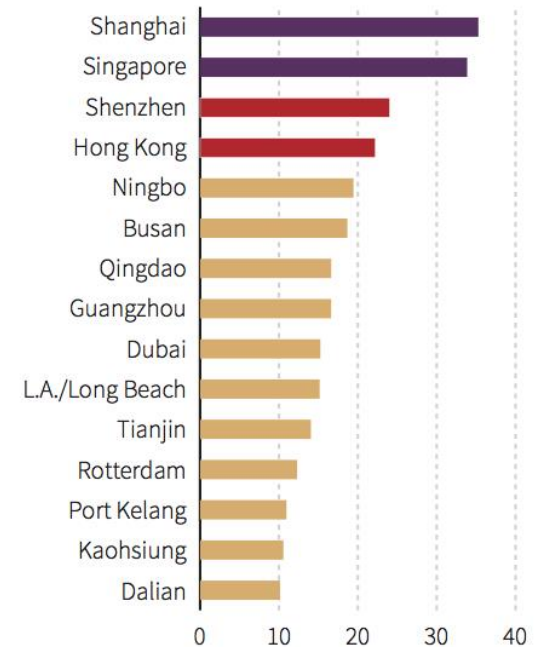
A majority of ports with the largest shipment volumes processed reside in the Asia Pacific.

LOCATION OF THIRTY LARGEST PORTS IN 2014



VOLUME OF FIFTEEN LARGEST PORTS IN 2014

By million TEU*



Source: Alphaliner

J. Wang, 14/08/2015

*TEU is a "twenty-foot equivalent unit" used to describe the capacity of container ships and terminals.

REUTERS



WSS Asia Pacific - regional capabilities

68 operational offices

~ **900** major ports covered

~ **1 000** employees

~ **200** sales professionals

~ **29 000** port calls p.a.

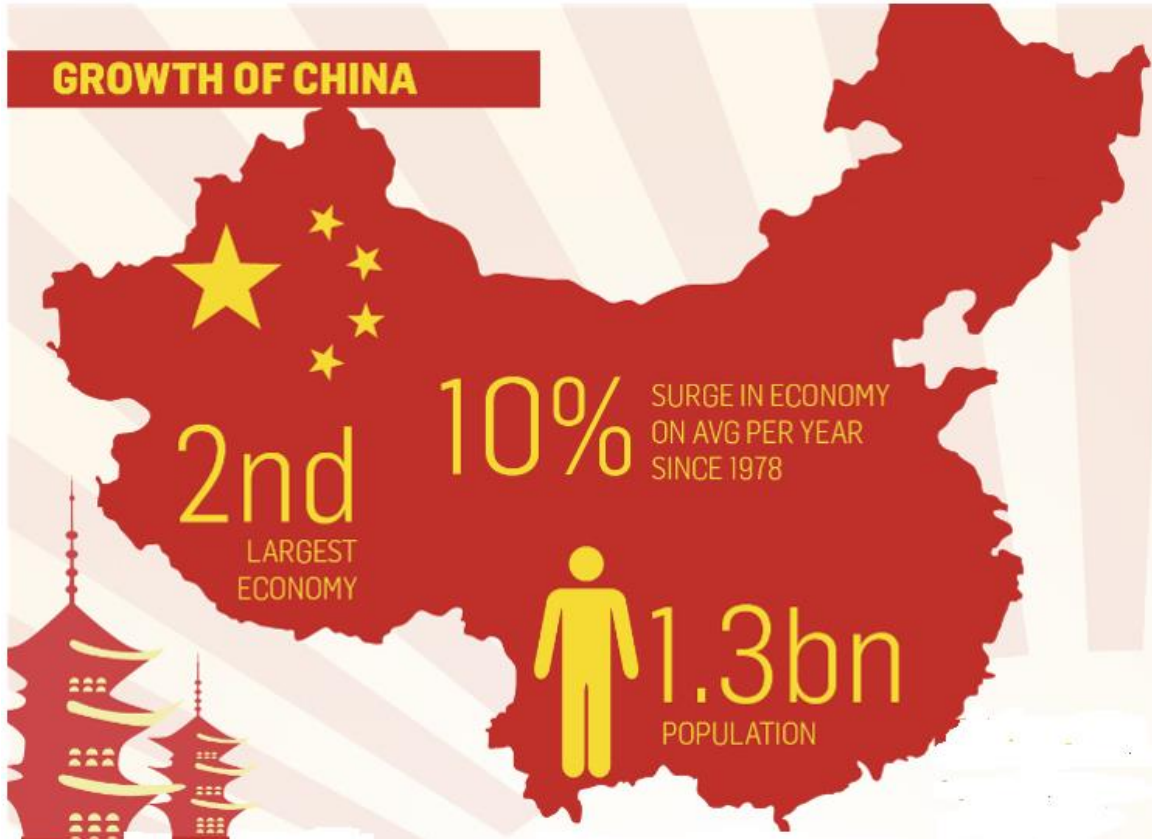
~ **12 500** vessels receiving product deliveries



Countries	PORT CALLS p.a.	# PORT DELIVERY (2014)
<i>Singapore</i>	~3 700	25 698
<i>China</i>	~4 500	8 090
<i>Oceania</i>	~8 000	3 590
<i>Korea</i>	~2 500	6 764
<i>Japan</i>	~2 900	5 160
<i>Others</i>	~7 400	8 074
<i>Total</i>	~29 000	57 376



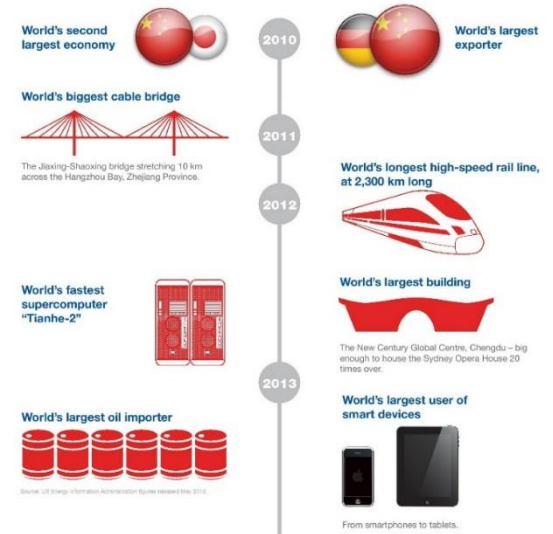
The importance of China?



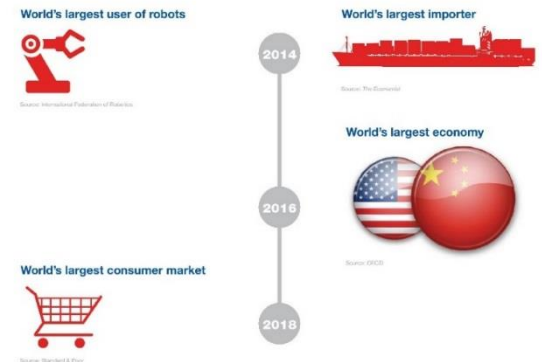
A timeline of China's rise

WORLD ECONOMIC FORUM
COMMITTED TO IMPROVING THE STATE OF THE WORLD

Achieved

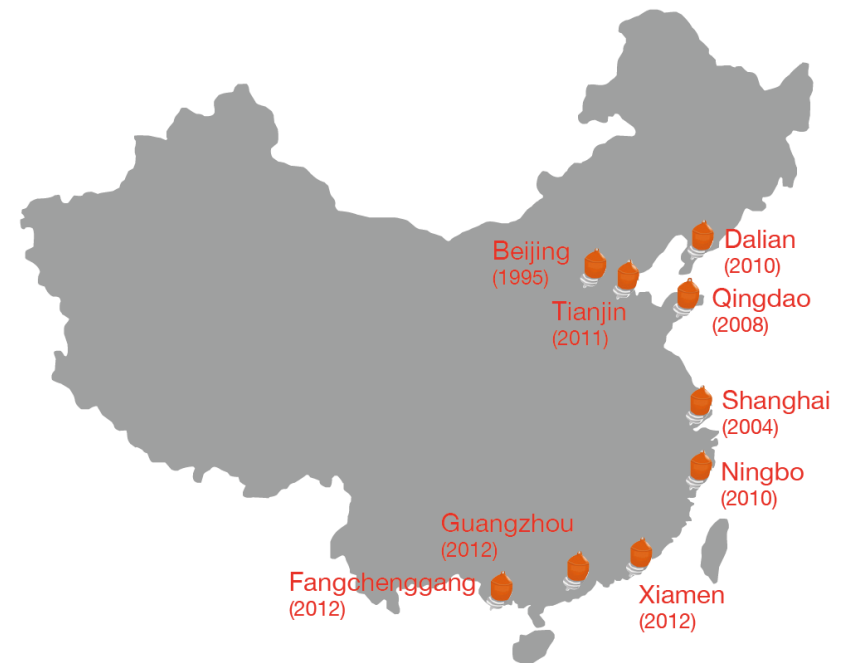
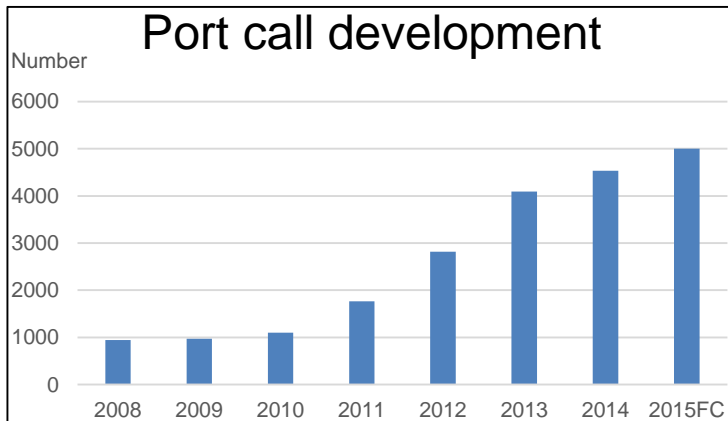


Predicted



Strong presence in China dating back to 1996

- ✓ 9 port offices covering 73 ports
- ✓ 7 bonded operations sites
- ✓ 3 service stations
- ✓ 160 staff
- ✓ Strongest international ships agent



Slow steady progress = solid structure



Intra-regional dependencies



- ✓ China's need for energy within Asia
- ✓ Australia – China commodity trade
- ✓ We are viewed as strategic “partners”
- ✓ Strong agency competence & network

Using export ports as entry to Chinese markets



PORT HEDLAND



- ✓ **Trader, charter and owners representation**
- ✓ **Terminal planning & co-ordination**
- ✓ **Cargo planning & loading**
- ✓ **Husbandry co-ordination**
- ✓ **24 / 7 service**

CARGO HOLD CLEANING

- ✓ Quicker turnaround
- ✓ Environmentally & crew friendly
- ✓ Significant cost improvements
- ✓ Same products worldwide
- ✓ Game changer for certain commodity trades

PORT GLADSTONE

- 
- ✓ Increase in Australian LNG exports to Asia
 - ✓ WSS expertise and specialised knowledge
 - ✓ Long term contracts
 - ✓ Network dependent
 - ✓ Future solution sales

Governance and transparency



***The right results
the right way!***



Thank you!



MARINE
PRODUCTS

MARINE
CHEMICALS

SAFETY

MARITIME
LOGISTICS

SHIPS
AGENCY

