

A photograph of an offshore oil rig at sunset. The rig is illuminated with warm lights, and its reflection is visible in the dark water. To the left, a supply vessel is also visible. The sky is a mix of blue and orange from the setting sun.

BOURBON STRATEGIC CONFERENCE

June 25, 2010
Shanghai

B 2015



BOURBON

Executive Summary

JACQUES DE CHATEAUVIEUX
Chief Executive Officer



- Focus on Marine Services to offshore industry
- Invest \$ 2 billion in growing deepwater market and into renewal of shallow water old and obsolete fleet

• Deepwater (AHTS-PSV-IMR)	30 vessels	900 M\$
• Shallow water (AHTS-PSV)	50 vessels	850 M\$
• Crew Boats	64 vessels	250 M\$

▶ TOTAL 144 vessels 2 000 M\$

- Leverage on innovative and cost efficient vessels to increase customers satisfaction
- Recruit and train 5 000 new employees to BOURBON safety and operations' standards

BOURBON 2015 leadership strategy

	BOURBON 2015	Horizon 2012
■ Offshore average yearly revenue growth	17%	21%
■ Offshore EBITDA /revenues (in 2015)	45%	41%
■ EBITDA/Capital employed (in 2015)	20%	18%
■ Fleet availability rate	> 95%	-
■ Running cost index at constant rate (in 2015)	- 4%	-

	Existing fleet 12.31.2009	On order Horizon 2012	BOURBON 2015 New buildings	TOTAL number of vessels
Deepwater	82	22	30	134
Shallow water	52	44	50	146
TOTAL supply vessels	134	66	80	280
Crew boats	223	33	64	320
TOTAL FLEET	357	99	144	600

Financing strategy

- 500 million euros of assets disposal mainly in 2010,
- New building capex paid 75% at delivery
- China Exim Bank 400 M\$ long term loan
- Dividend pay-out target of 40% of consolidated profit

- Gearing 2015 : ≤ 0.5
- Net debt to EBITDA ratio: ≤ 2



BOURBON

Offshore growth and increase efficiency

Christian LEFEVRE
Executive Vice President
Operations



- Need for energy and GDP growth of emerging countries will strongly increase oil and gas production requirements
- Marine Services growth driven by Oil Companies' spending and fleet renewal
- BOURBON 2015 focus investments on deepwater market **growth** and shallow water **replacement market**
- BOURBON 2015 means increasing customers' satisfaction and BOURBON cost efficiency

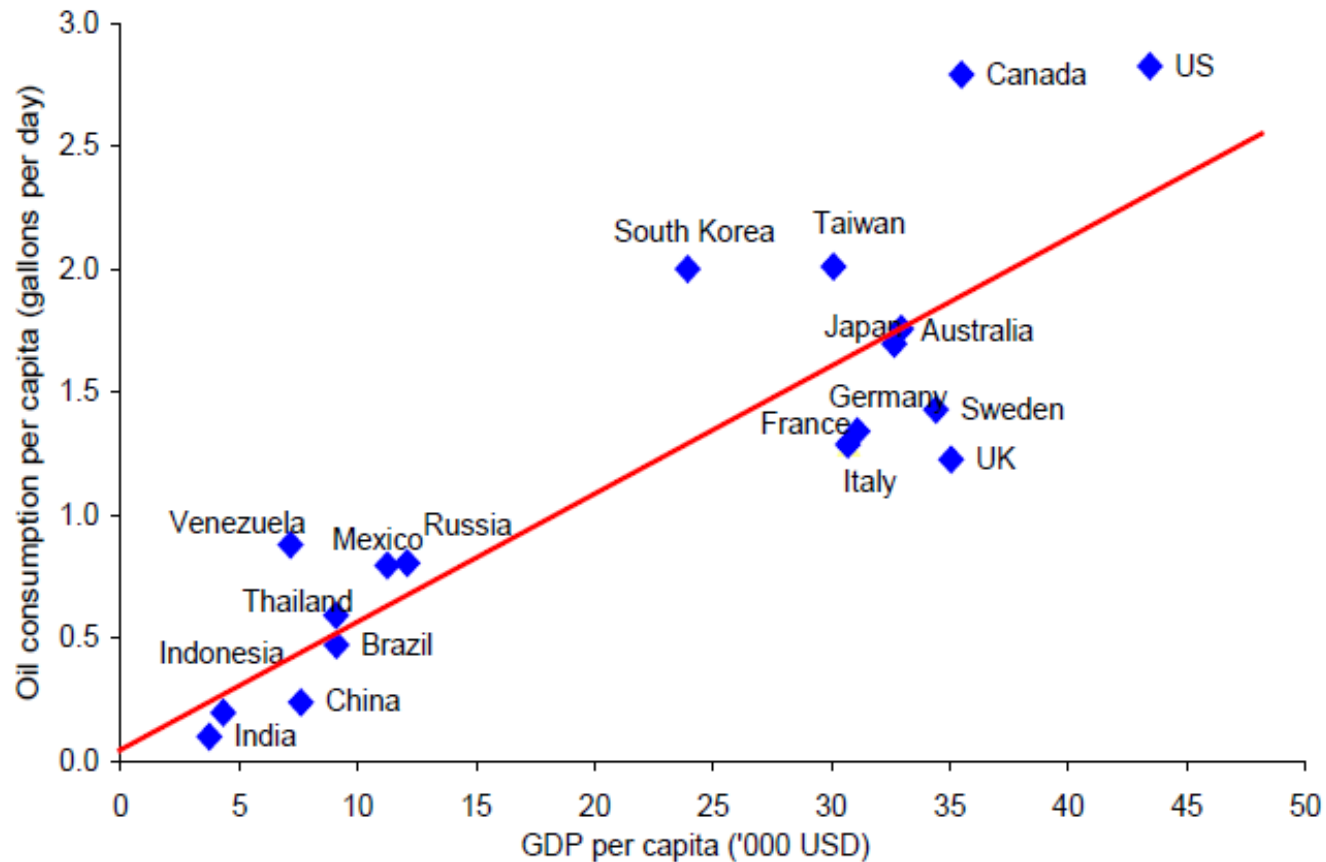
- World energy consumption: who will turn the light off ...?



Source: NASA

Oil consumption and Wealth

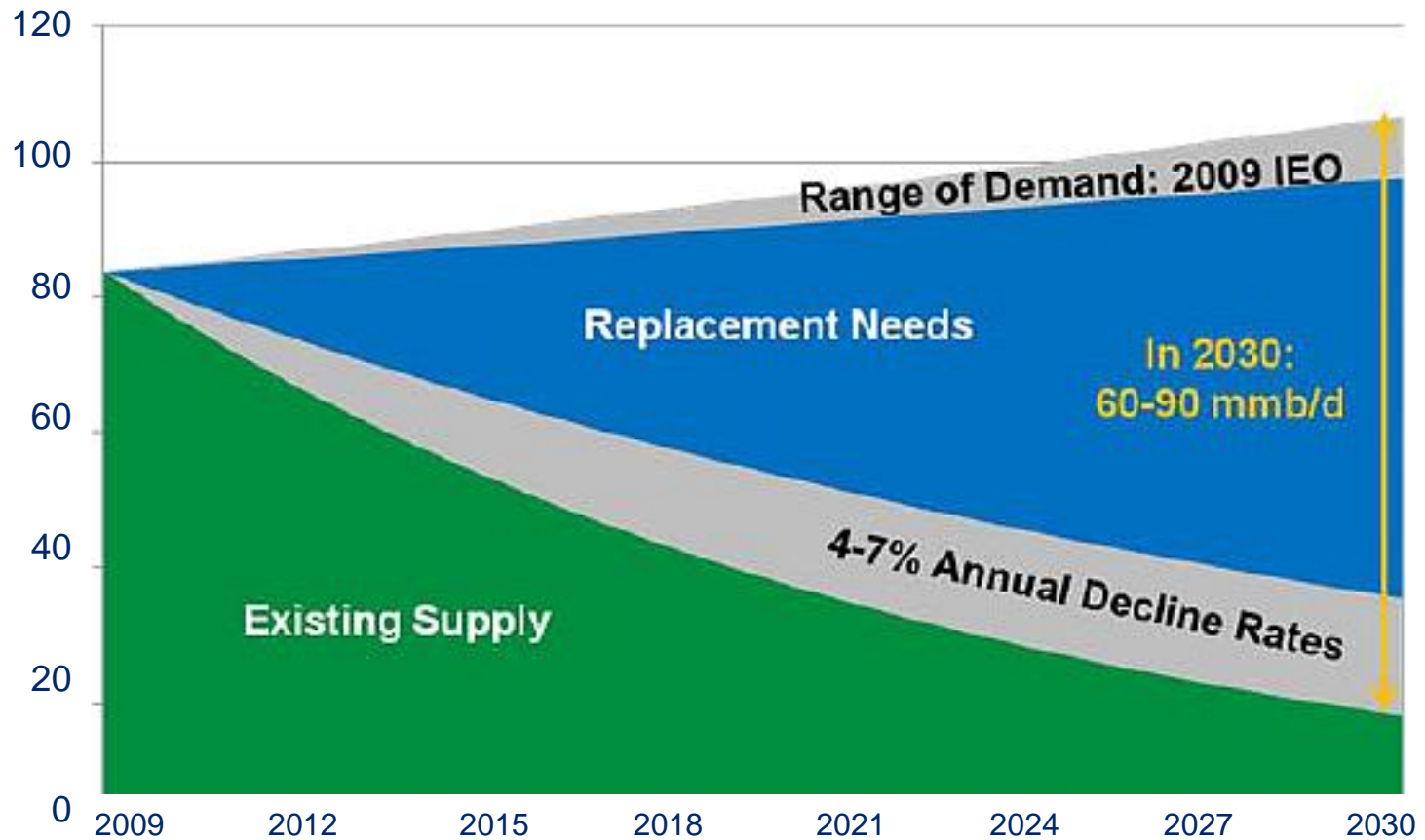
Per Capita Oil Consumption Relative to GDP



Source: IMF, IEA, DB Global Research, Deutsche Bank, April 2010

Oil supply challenge

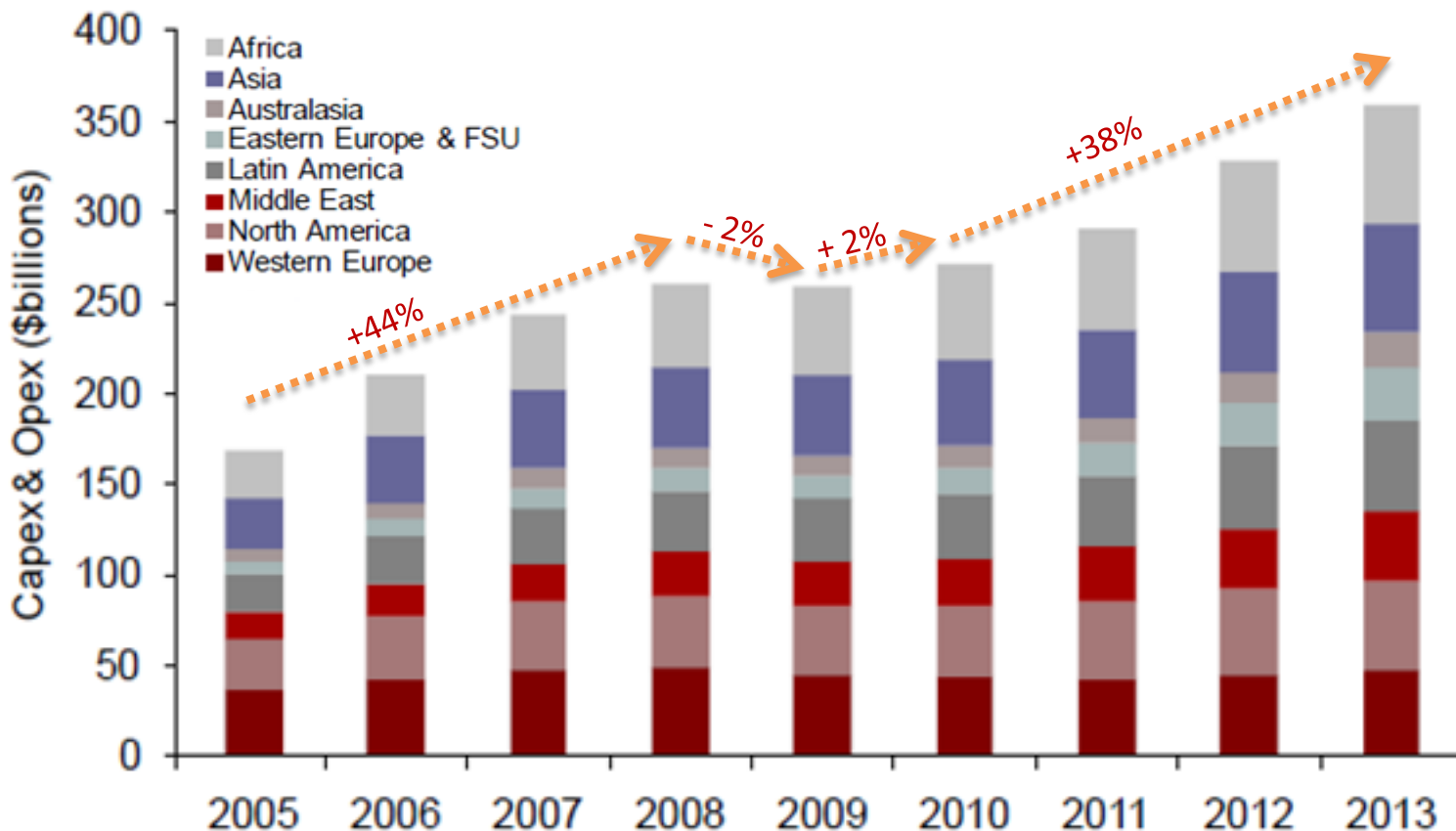
Millions barrels/day



Source: CSIS, EIA, September 2009

Marine Services growth driven by oil companies' spending and fleet renewal

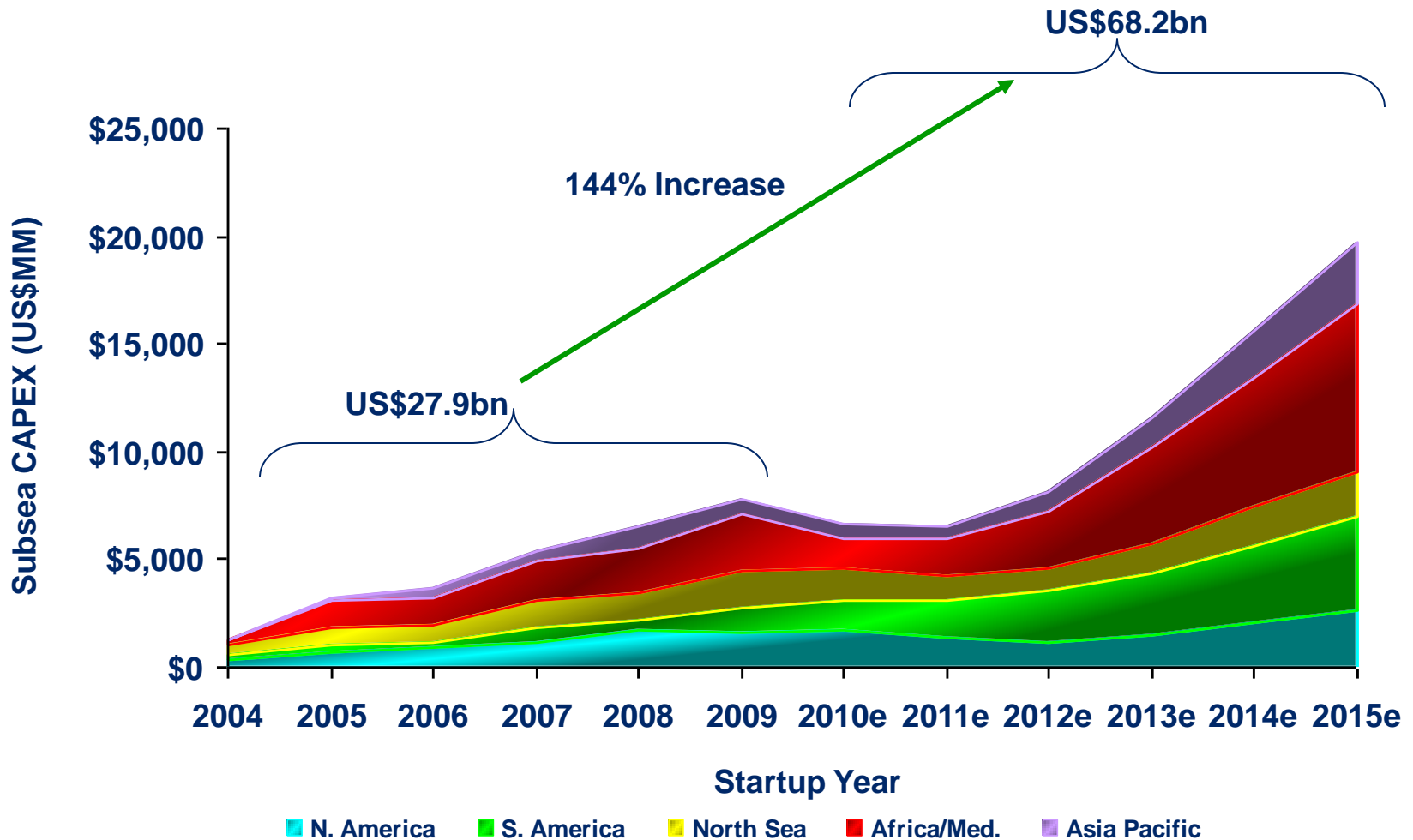
■ Drivers: Exploration & Production spending



Source: Energyfiles/Douglas Westwood, January 2010

Marine Services growth driven by oil companies' spending and fleet renewal

Drivers: Subsea spending



Source : Quest Offshore Resources 2010

Marine Services growth driven by oil companies' spending and fleet renewal

Market drivers: demand

DRILL RIGS



Existing : 688

Shallow: 459

Deep: 229

Newbuilding: 118

Shallow: 47

Deep: 71

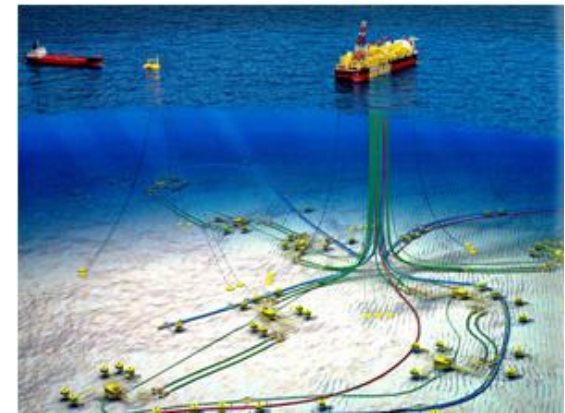
STORAGE PRODUCTION



Operating : 326

Newbuilding : 113

SUBSEA WELL & COMPLETION

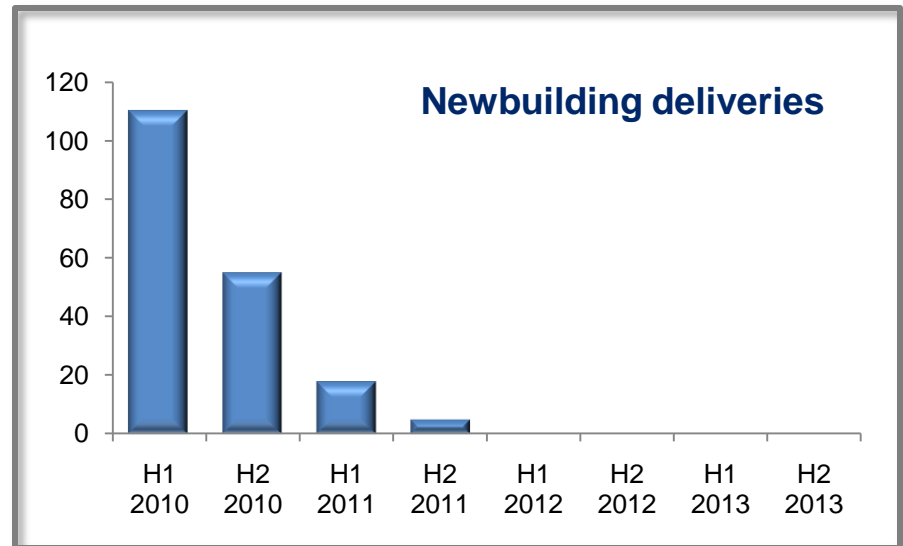
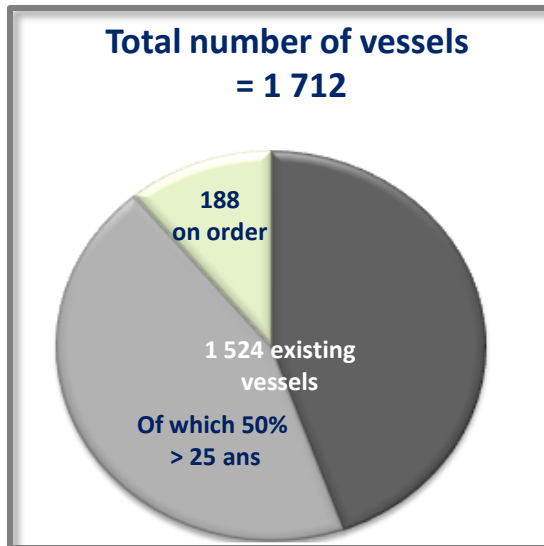
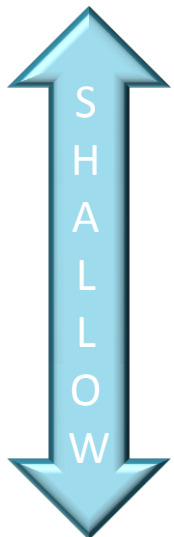
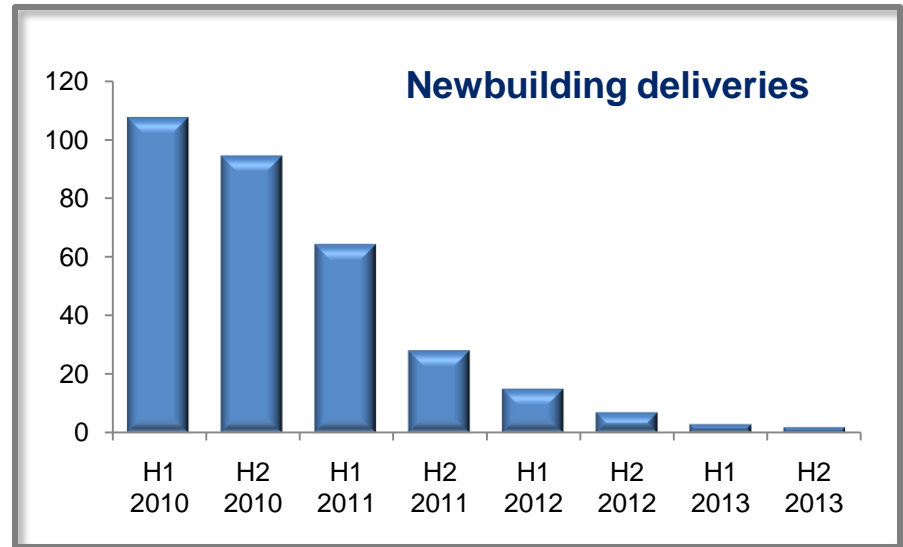
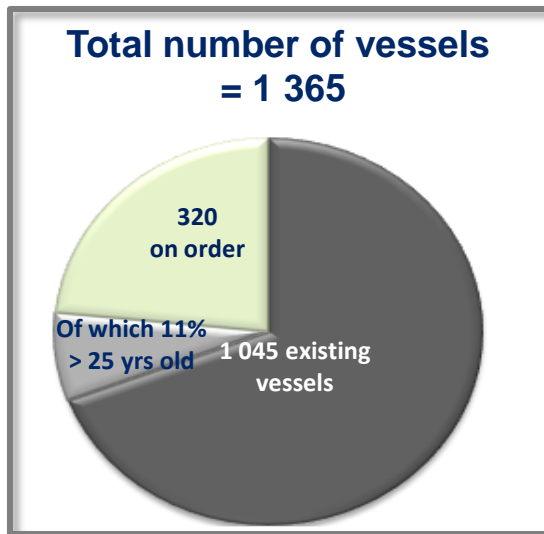
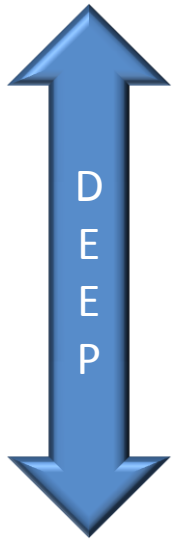


Operating : 3 884

To be installed : 1 703

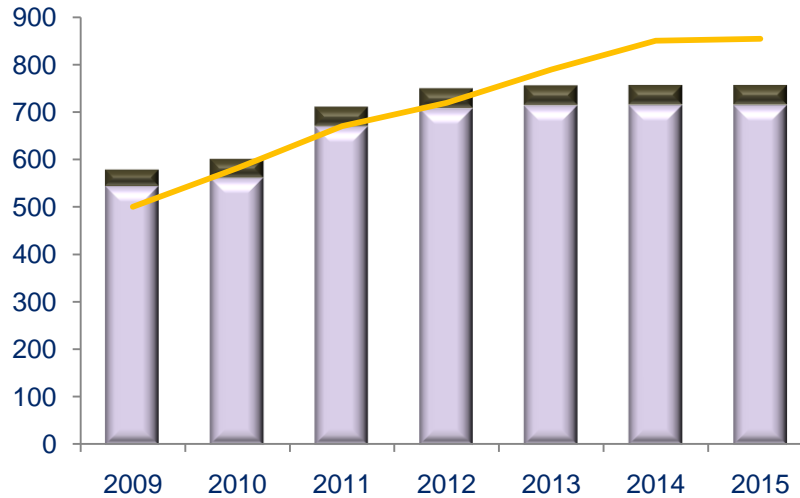
Source: ODS Petrodata, Infield March 2010

OSV market: Supply and demand



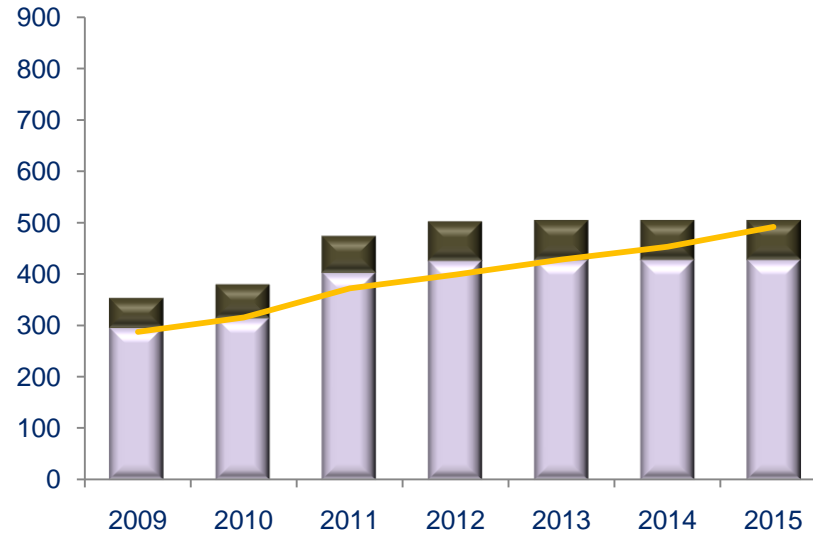
Sources : ODS Petrodata/BOURBON, March 2010

OSV market: Supply and demand



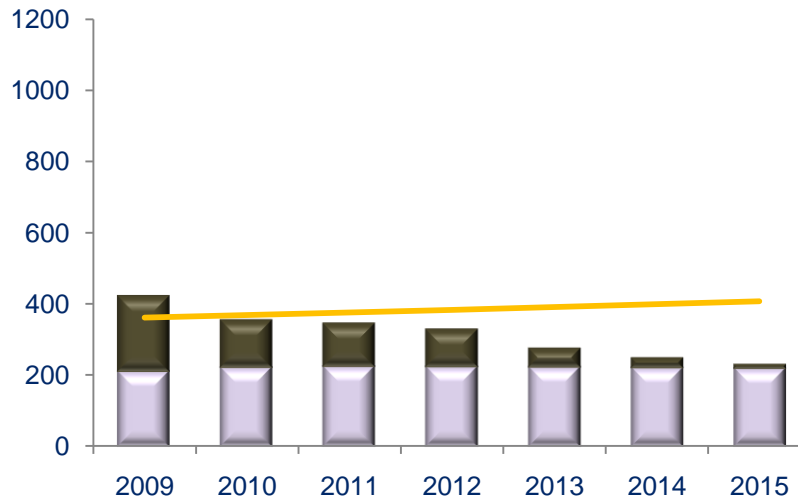
**DEEP WATER
PSV**
 Annual growth forecast:
6%

**DEEP WATER
AHTS**
 Annual growth forecast:
5%



Source : ODS Petrodata/BOURBON, 2010

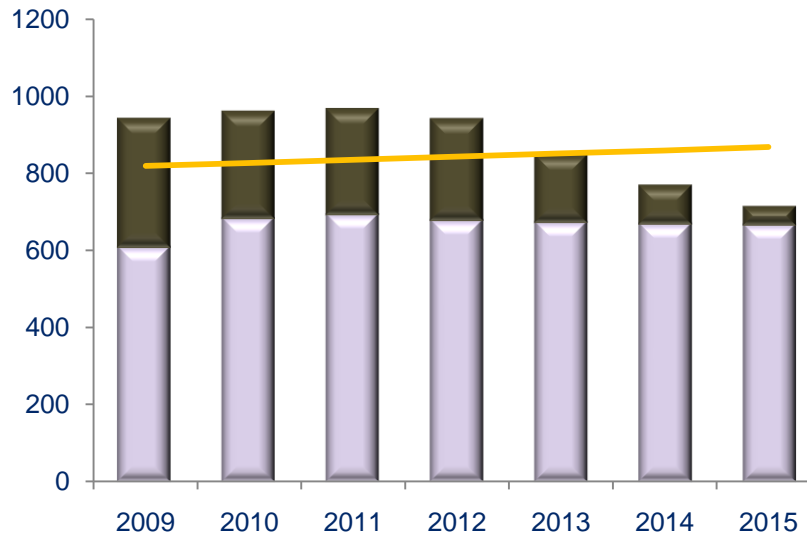
OSV market: Supply and demand



**Excluding utility vessels under 800 tons and barges*

**SHALLOW WATER
PSV***
 Annual growth forecast:
2%

**SHALLOW WATER
AHTS**
 Annual growth forecast:
1%



Source : Estin & Co, 2009

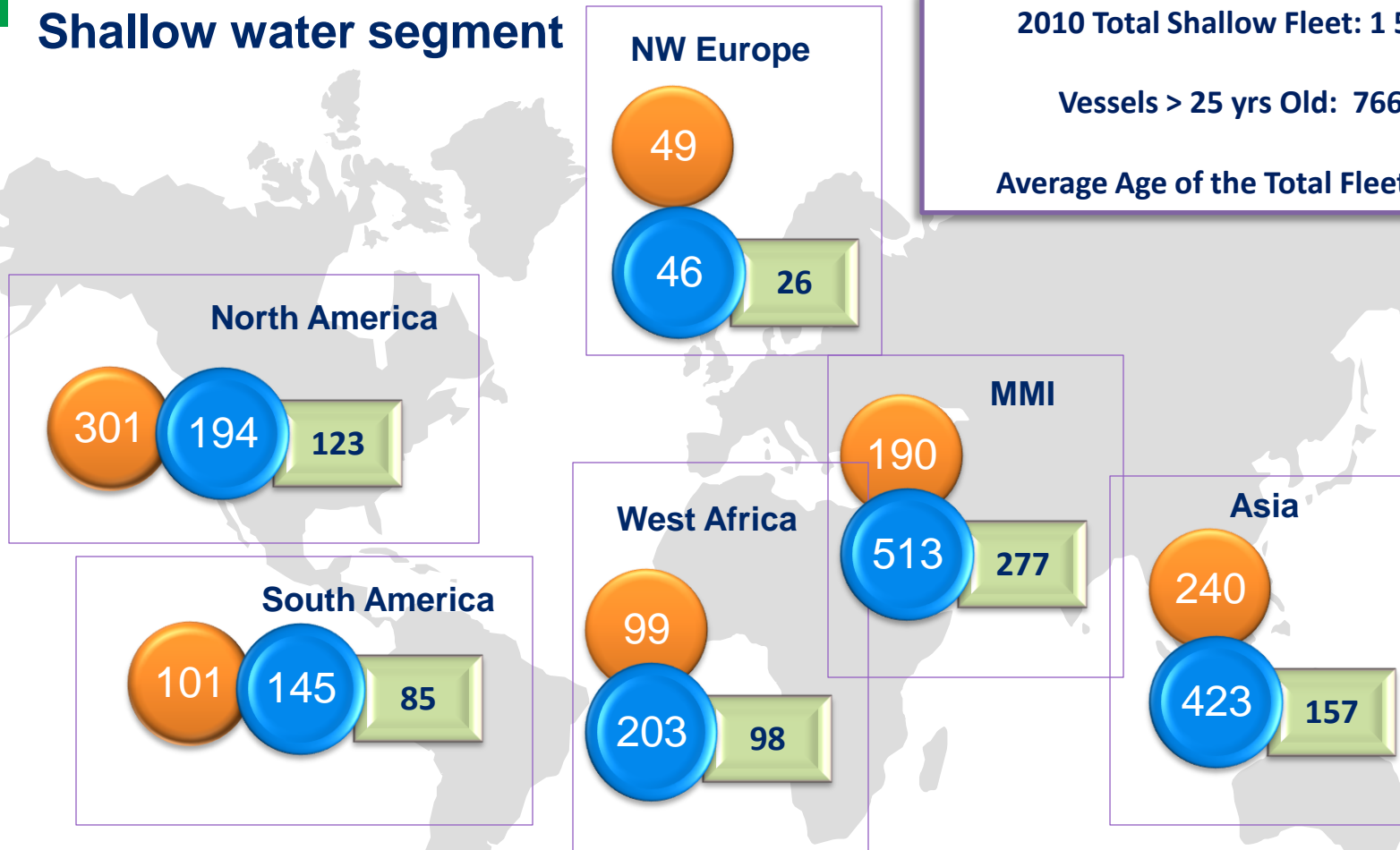
Vessels ≥ 30 years old not shown , as considered not competitive to modern vessels.

Shallow water segment

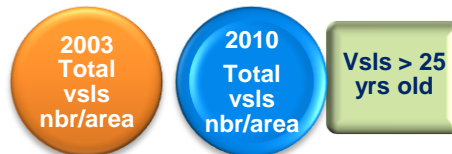
2010 Total Shallow Fleet: 1 524

Vessels > 25 yrs Old: 766

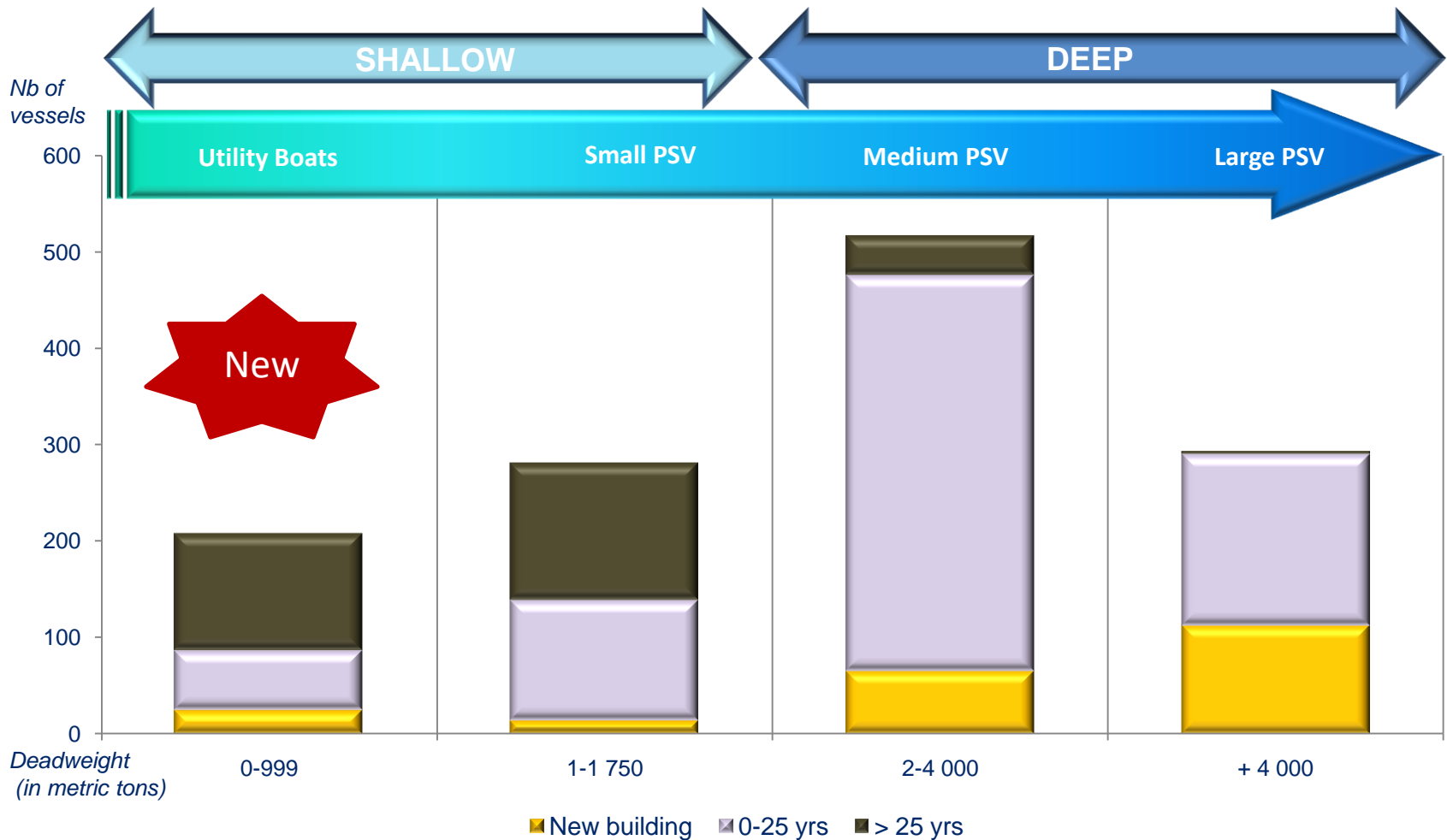
Average Age of the Total Fleet : 20



Source: ODS Petrodata March, 2010
PSV and AHTS only

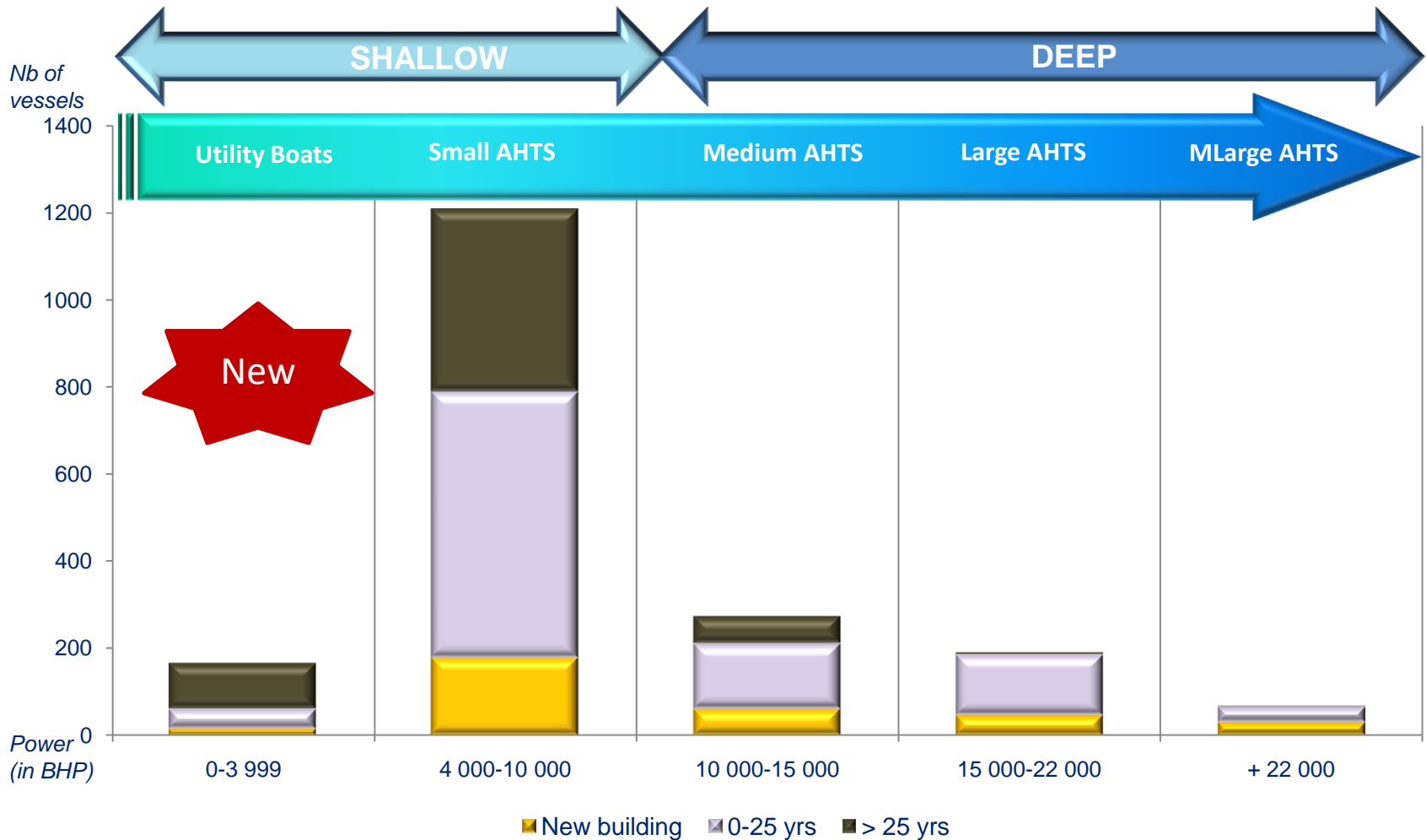


PSV fleet spectrum



Source: ODS Petrodata, BOURBON, March 2010

AHTS fleet spectrum

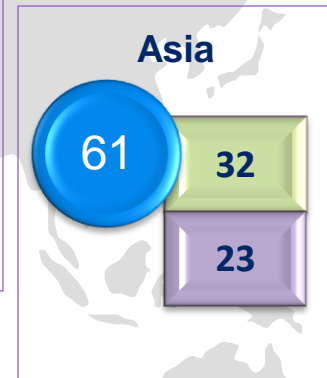
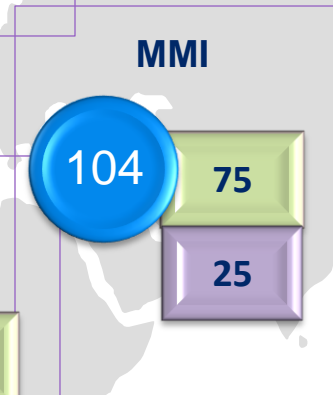
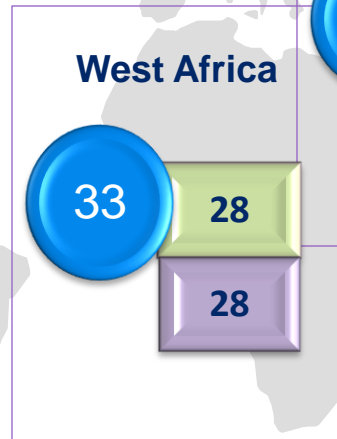
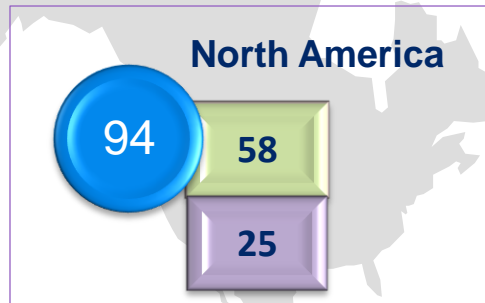


Source: ODS Petrodata, BOURBON, March 2010

Utility boats market

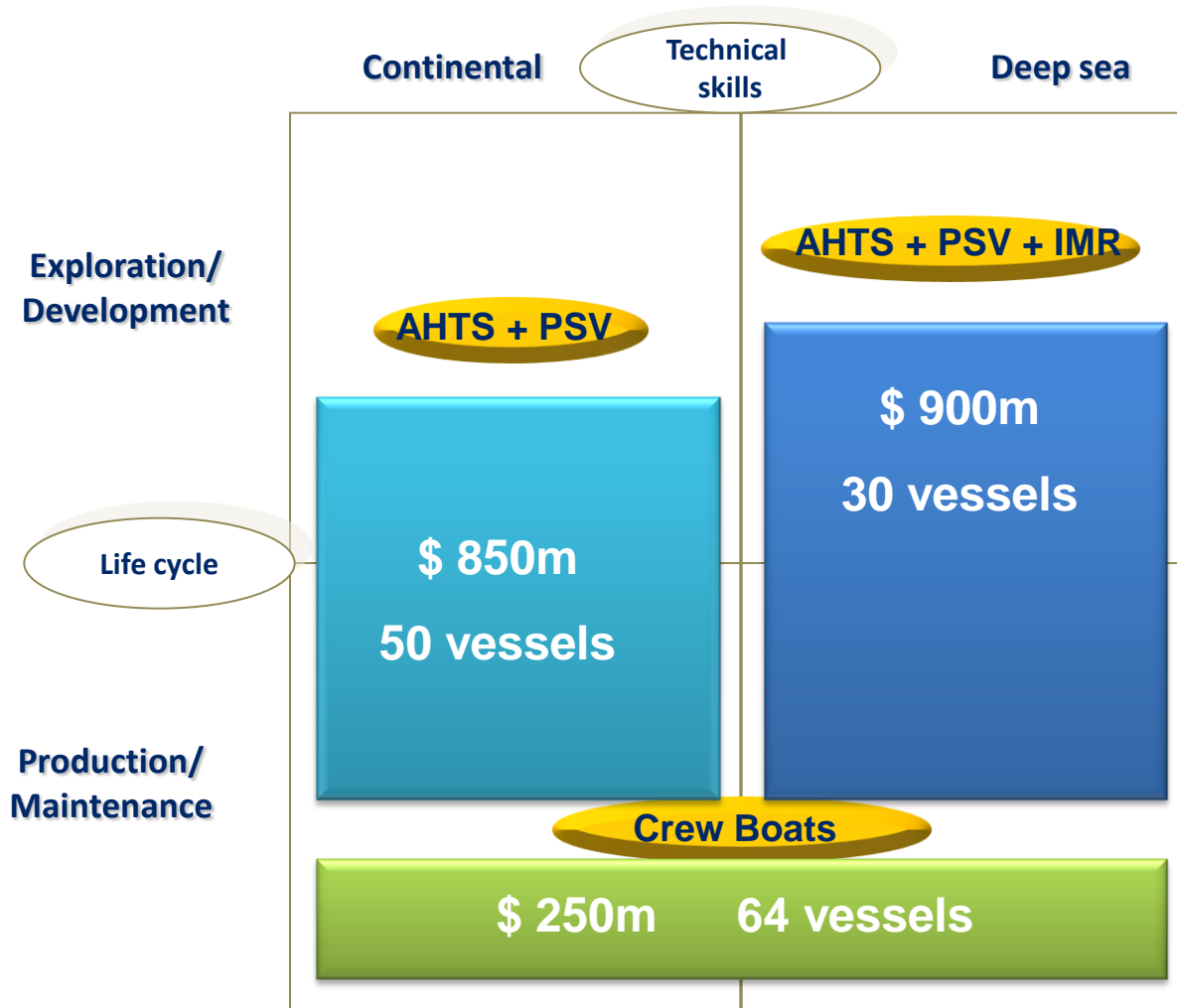
Utility boats
PSV 0-999 t DWT
AHTS 0-3 999 BHP

Total fleet: 333
Vessels > 25 yrs old: 226
Average Age of the Total Fleet : 26



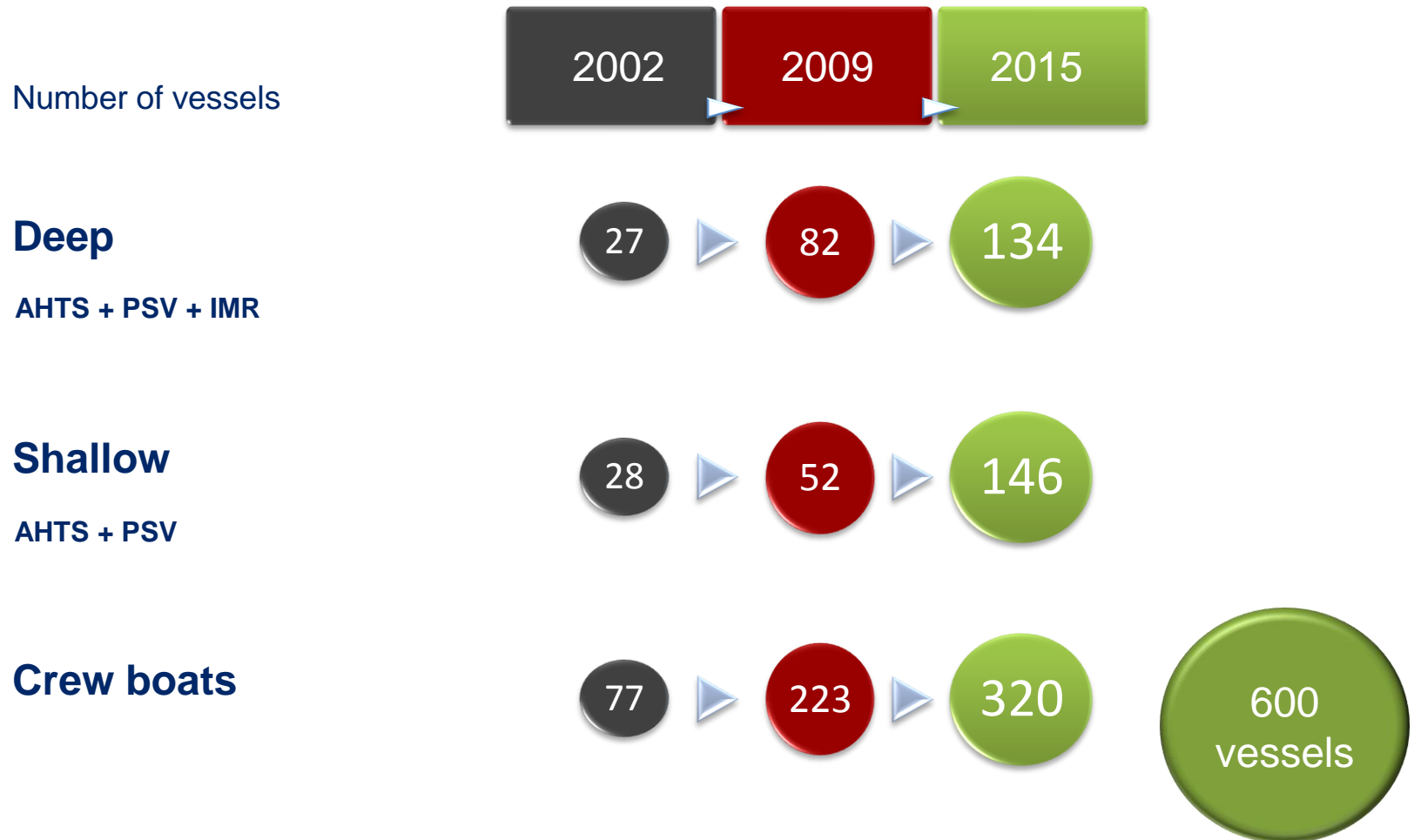
Source: ODS Petrodata , BOURBON, March,2010

BOURBON invests for deepwater growth and shallow water substitution

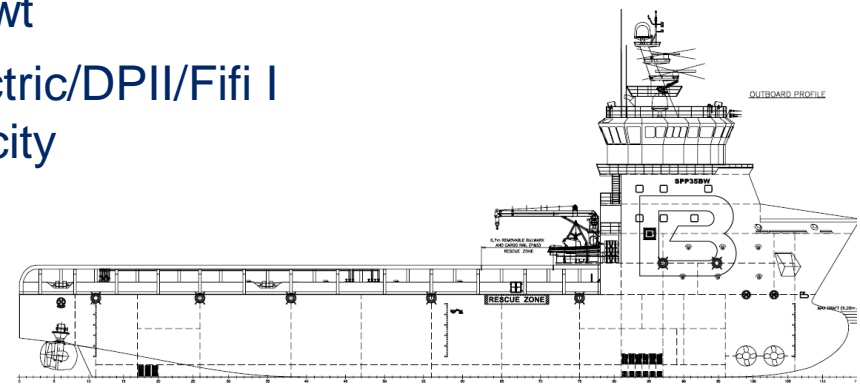


BOURBON invests for deepwater growth and shallow water substitution

BOURBON'S fleet growth

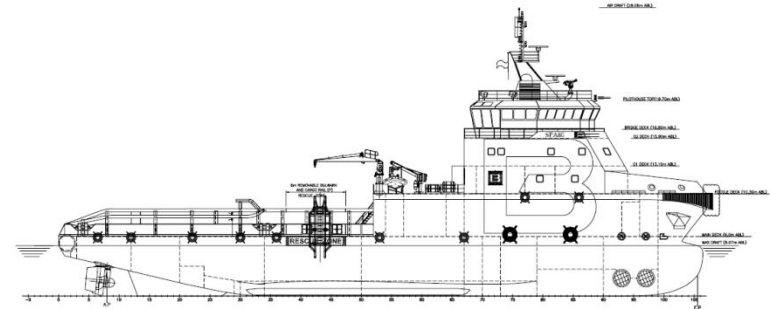


- DPII AHTS 200T BP Hybrid propulsion
- DPII AHTS 130T BP Oil rec
- TUG 80T BP Offshore oil terminal
- Combined PSV/IMR vessels 3600T dwt
 - Clean design/clean class/diesel electric/DPII/Fifi I
 - 1500 m³ (x barrels) liquid mud capacity
 - 760 m² deck space
 - 50 berths
 - Optional 40 ton subsea crane



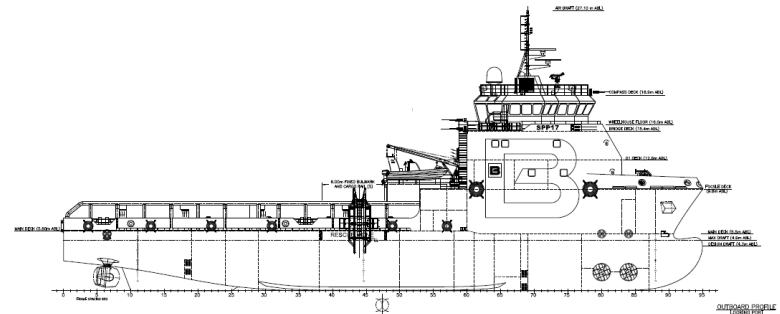
- Liberty AHTS 200 \Rightarrow 300 series (54 + **20 units**)

- 1800T dwt
- 80T BP
- 400 m² deck space
- 690 m³ liquid mud
- DP II
- Diesel electric



- Liberty PSV 100 \Rightarrow 100L (22 + **10 units**)

- 1700T dwt
- 400 m² deck space
- 660 m³ liquid mud
- DP II
- Diesel electric

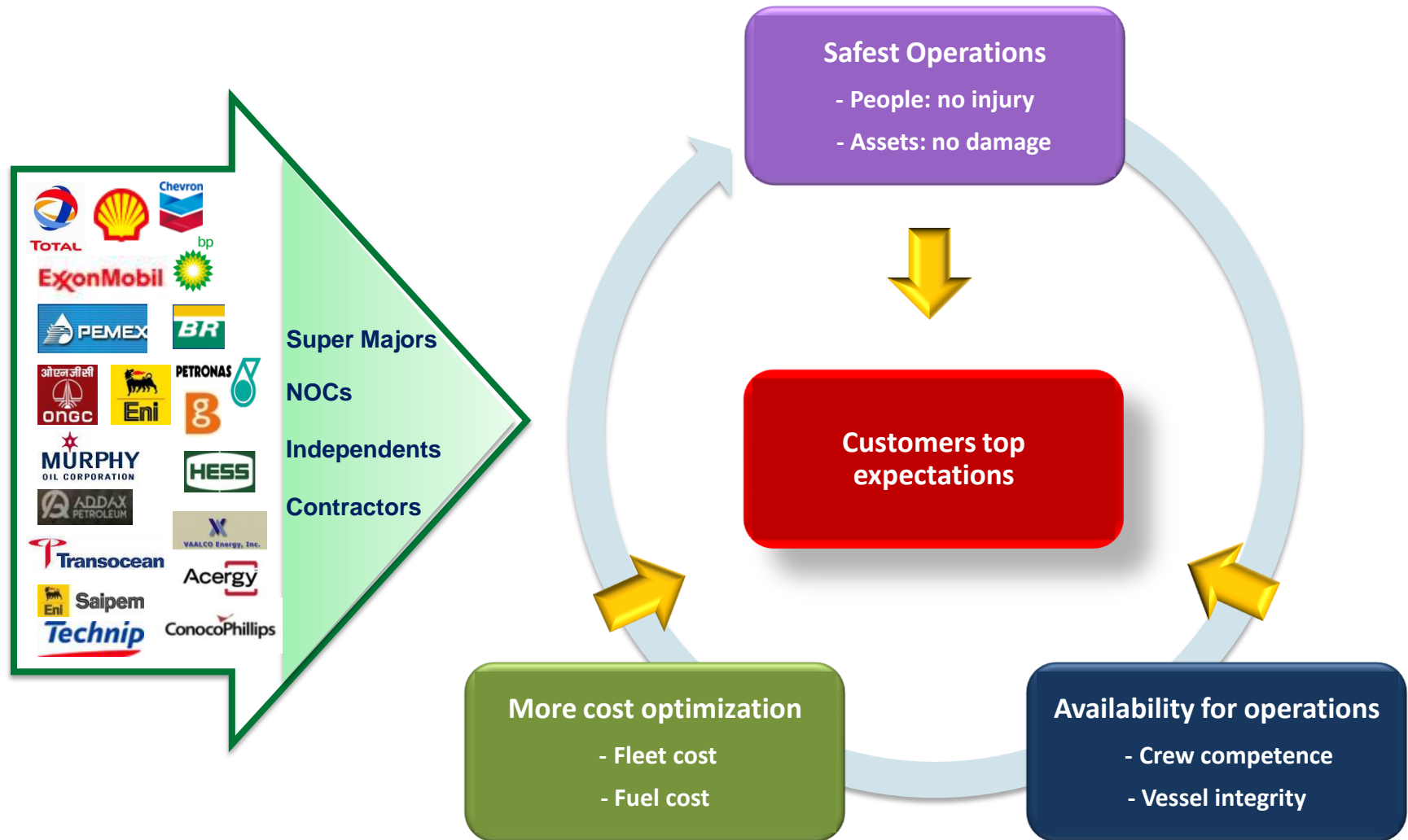


- PSV Liberty 010 **Maxi Utility (20 units)**
1000T dwt
Liquid Mud
Bulk
DP II
Diesel electric

NEW



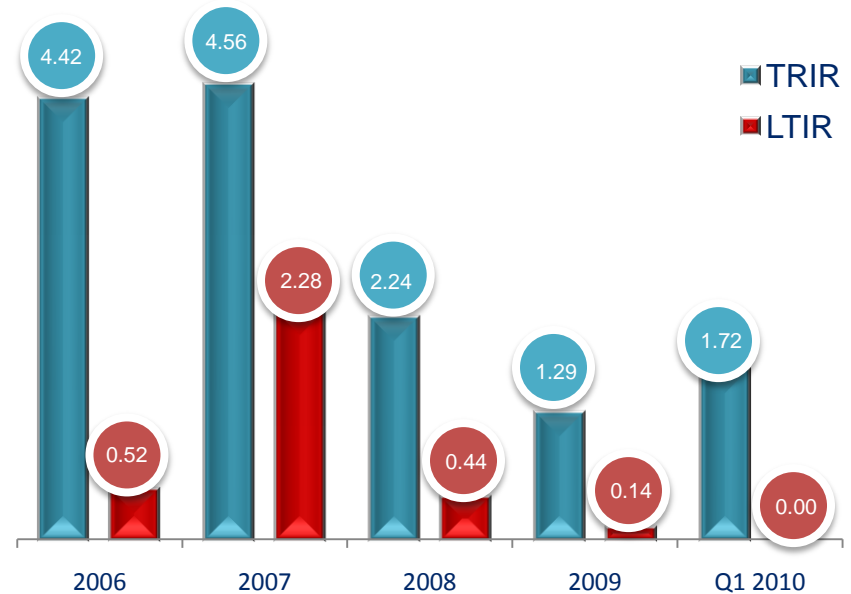
Increase customer satisfaction and BOURBON cost efficiency



Increase customer satisfaction and BOURBON cost efficiency

■ SAFETY is BOURBON's absolute priority

- Management commitment
- Efficient QHSE system
- Crew competence management
- Training on simulator
- Individual behaviour focus



5 year HSE performance chart
Year 2010 – Q1

TRIR: Total Recordable Incident per million hours worked, based on 12 hours/day
LTIR: Total Lost Time Incident Rate per million hours worked, based on 12 hours/day



2010 Key Performance Indicator

Objectives:

LTIR: 0.00

TRIR: 1.50

Increase customer satisfaction and BOURBON cost efficiency

- Leadership strategy relies on our Team

▶ 5 000 people to recruit

- Growth/modern fleet

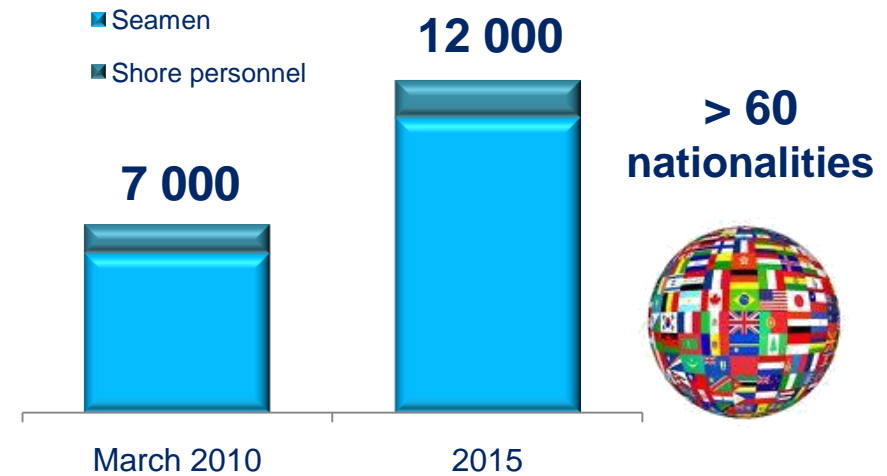
➔ Attract people

- Development of professional key skills / career management

➔ Engagement and retention

- High safety culture

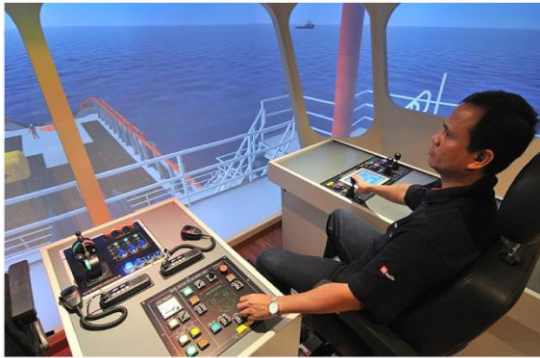
➔ Responsibility



Increase customer satisfaction and BOURBON cost efficiency

■ Crew competences and training

PSV & AHTS simulator



Singapore



Marseilles

Surfer simulator



Nigeria, Cameroun, Gabon, Congo, Angola, Indonesia, Brasil, France

More than USD 20 Million
yearly investment

DP Centre



Manille



Marseilles

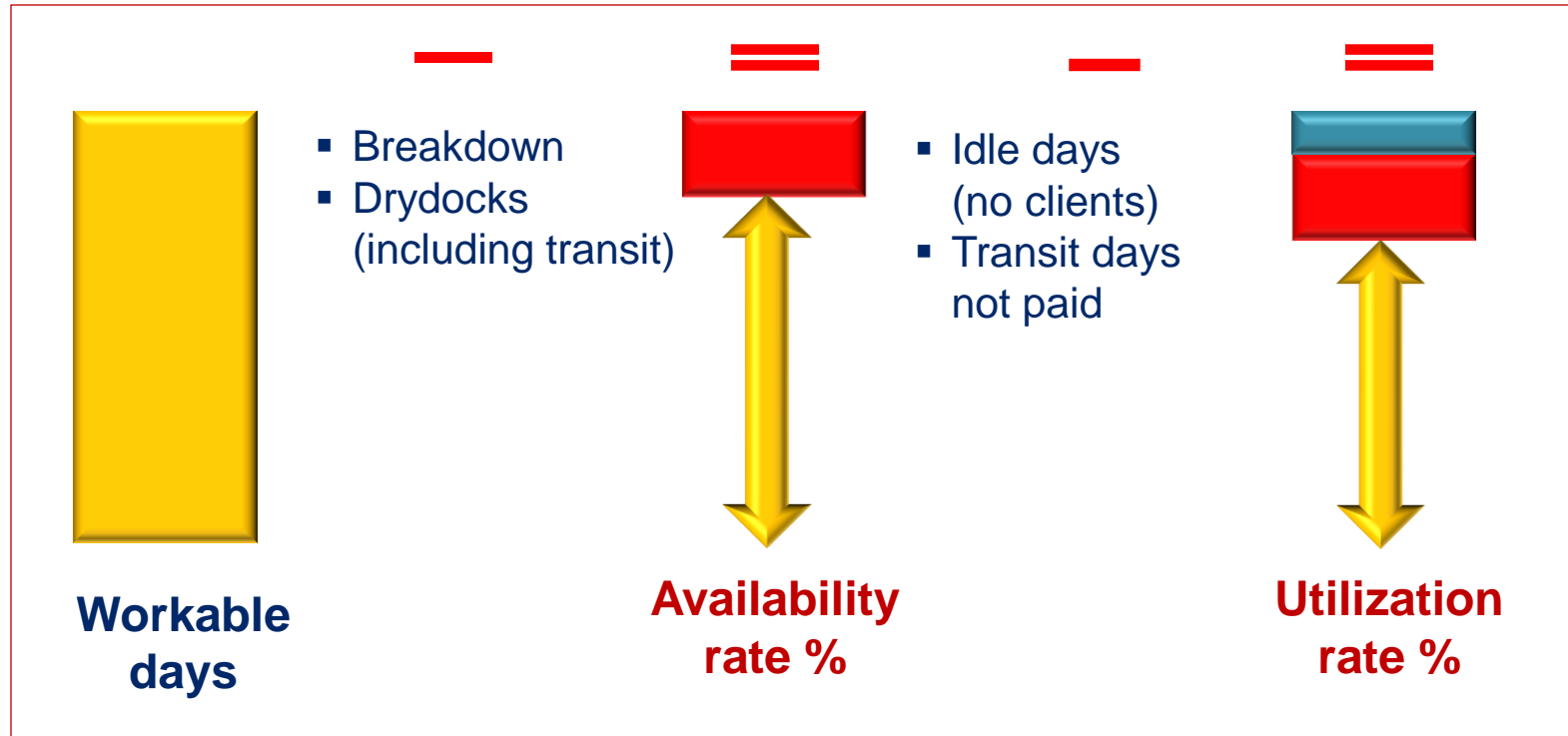
ROV simulator



Ravena

Increase customer satisfaction and BOURBON cost efficiency

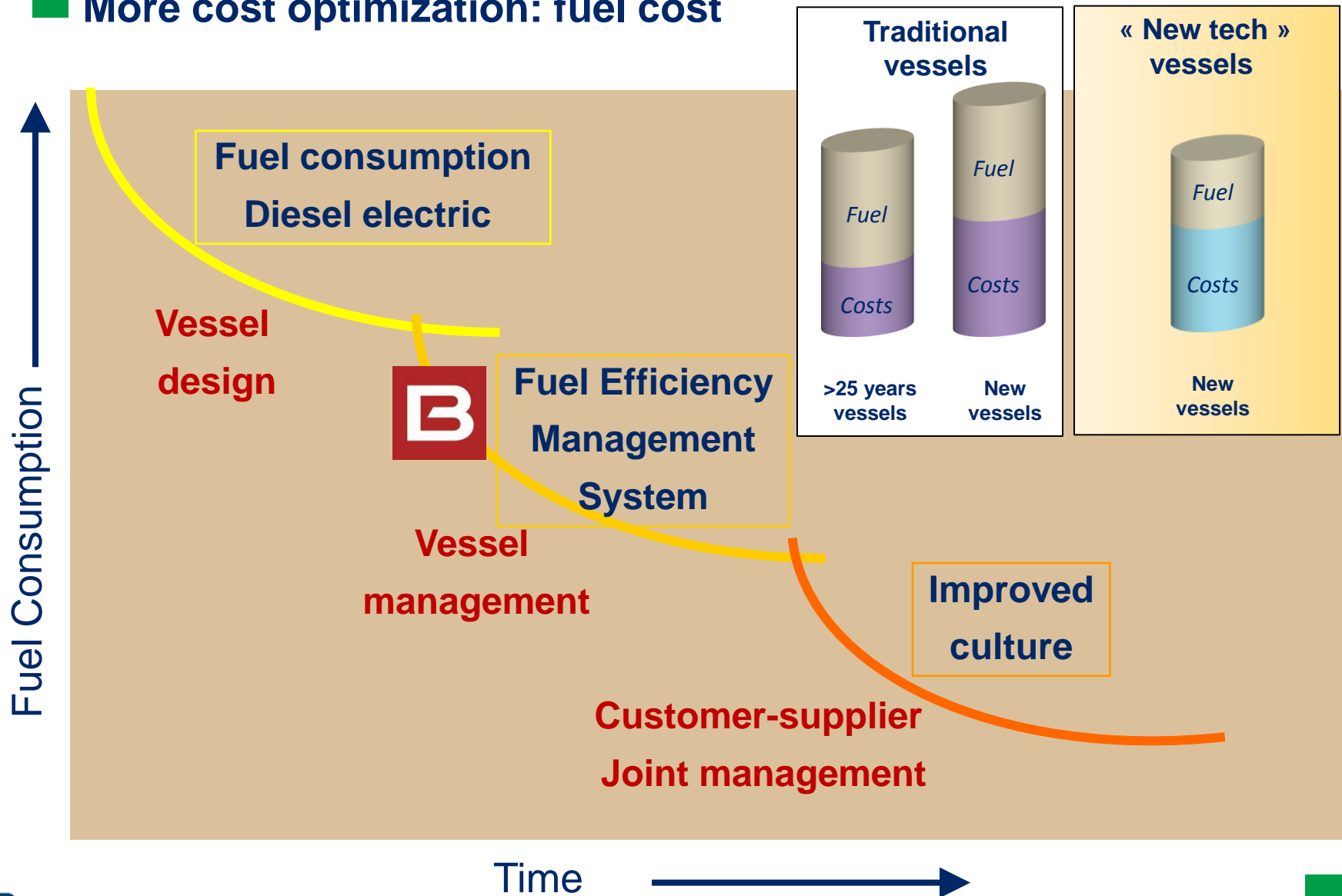
- Vessel integrity equals more availability for operations



- Vessel availability target: $\geq 95\%$

Increase customer satisfaction and BOURBON cost efficiency

More cost optimization: fuel cost



Increase customer satisfaction and BOURBON cost efficiency

More cost optimization: fleet costs

BOURBON / SINOPACIFIC: 91 vessels* delivered since 2003

Strong Partnership



Bourbon Liberty 100

Quality & Competitive shipyard



Yard team of more than 50 dedicated people from Bourbon

Bourbon Liberty: 76
GPA 670: 18

P/PX 105: 8
GPA 696: 10



GPA 670



Take advantage of large series of vessels

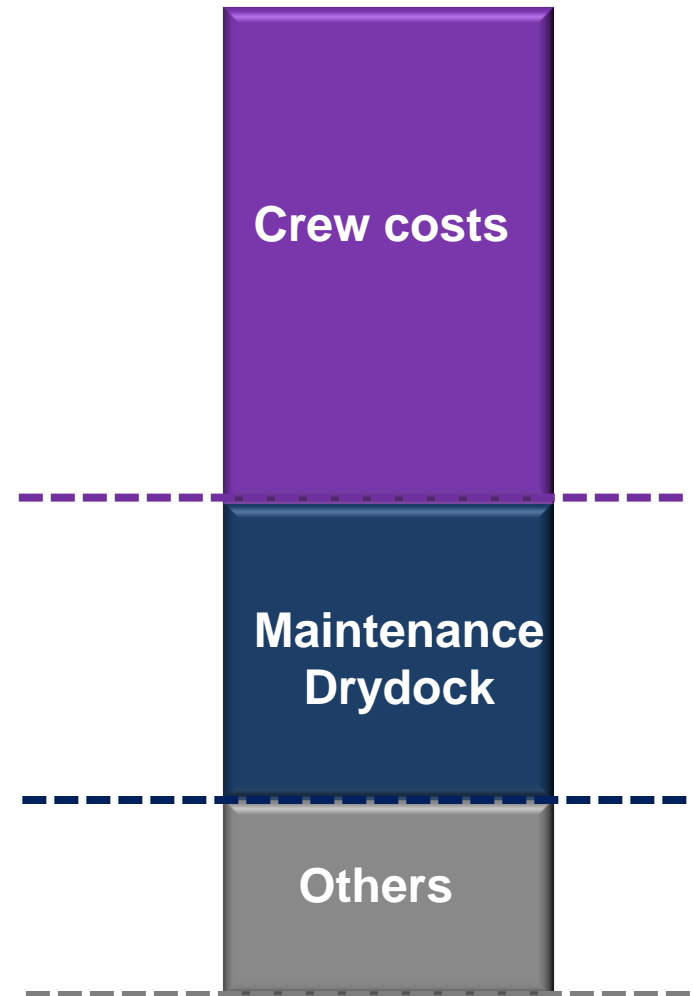
Drivers for reduction

- Worldwide network (10 Ship Managers)
- Local crews
- Crew changes efficiency
- Training

- Spare equipment availability
- Technical response team
- Supplier frame agreement

- Regional market share

Running costs breakdown



Performance indicators available each semester

- **Safety** lost time incident and recordable incident rates
- **Commercial** average day rates, average utilization rates
-  ■ **Operations** fleet availability rate
-  ■ **Costs** running cost index compared with 100 base (in 2010)

Performance targets

■ **Safety** LTIR = 0 TRIR ≤ 1.5



■ **Operations** vessels availability rate ≥ 95%



■ **Costs** index reduced by 4 percents (at constant rate) by 2015

○ Increasing 1% vessel availability →+ €22m EBITDA in 2015

○ Decreasing 1% running cost →+ €8m EBITDA in 2015

- Focus on Deepwater growth and Shallow water replacement
- Invest \$ 2 billion into innovative and cost efficient vessels
- Provide a full range of vessels to be a global marine logistics services provider
- Increase customer satisfaction: safe operations, high fleet availability and customer cost reduction
- Increase BOURBON efficiency and reduce costs of operations



BOURBON

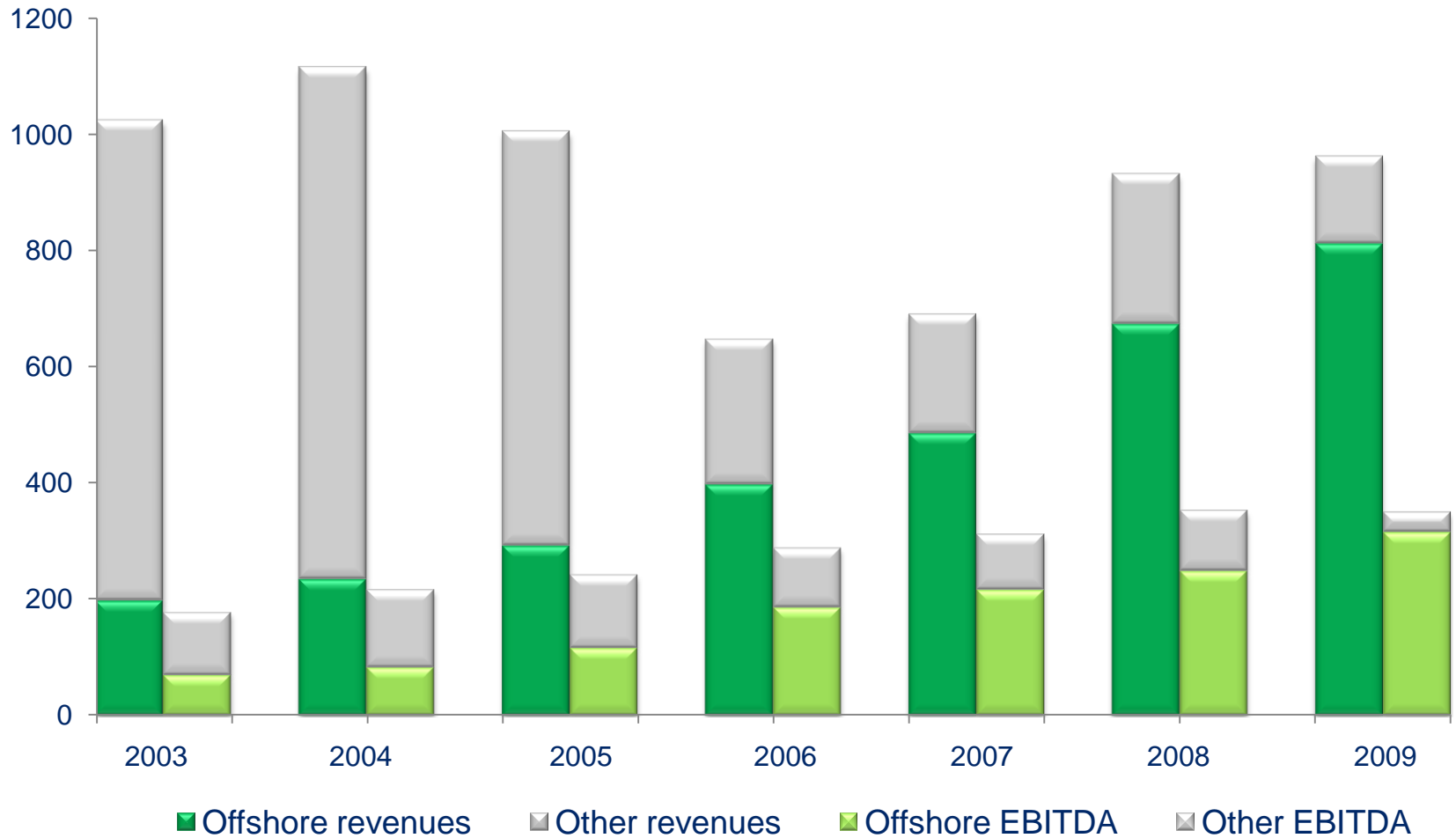
Financing growth and creating value

Laurent RENARD
Executive Vice President
Finance & Administration



Focus on marine activities (2003-2009)

In million of euros

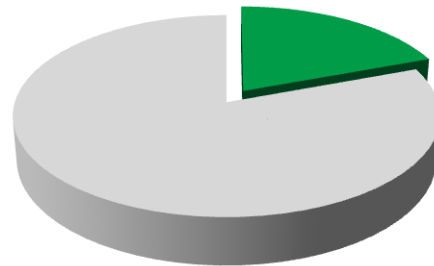


Focus on marine activities (2003-2009)

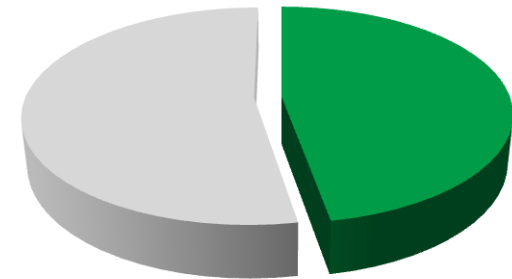
Revenues

Capital Employed

2003



■ Offshore
■ Others



2009

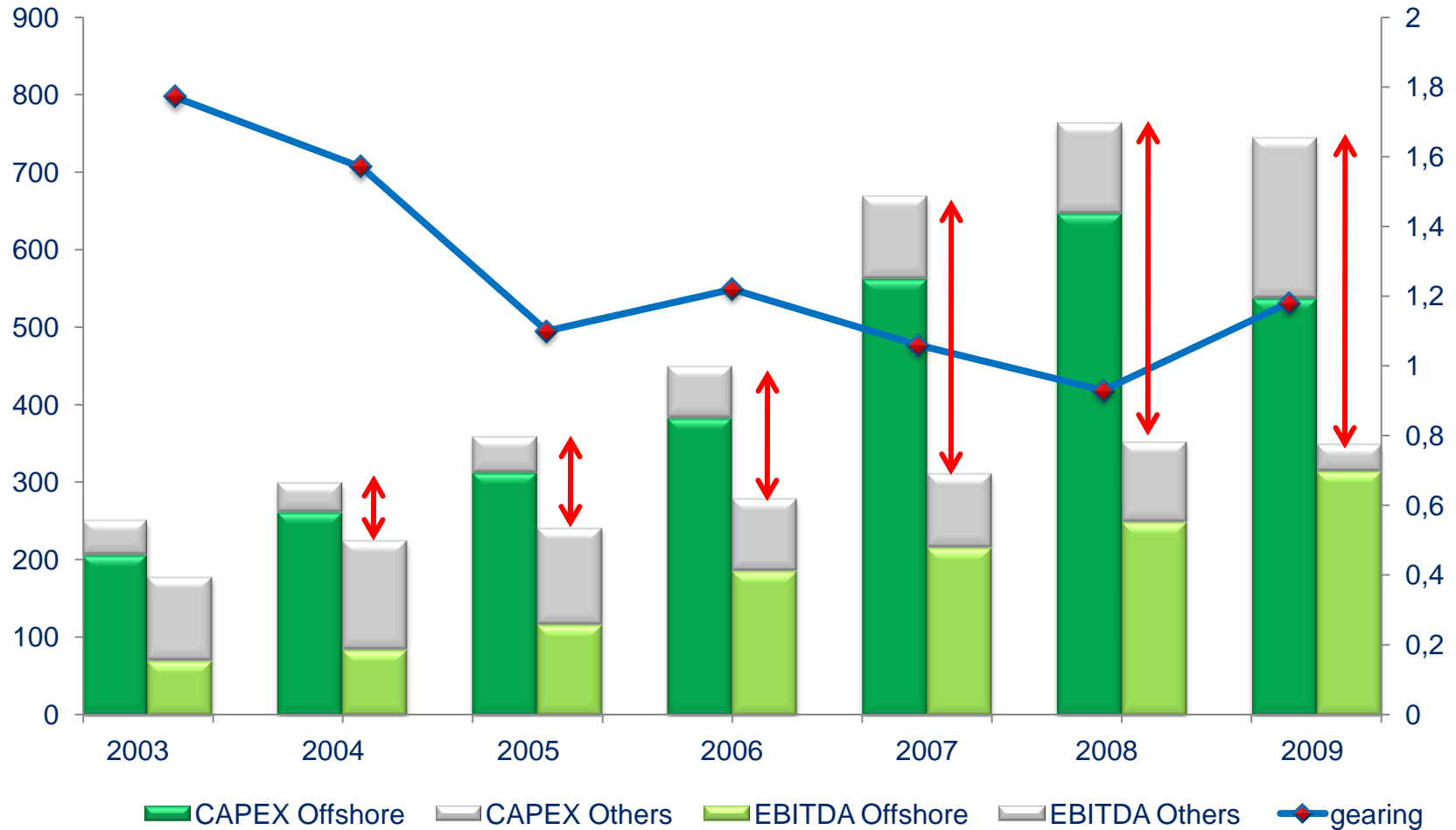


■ Offshore
■ Others



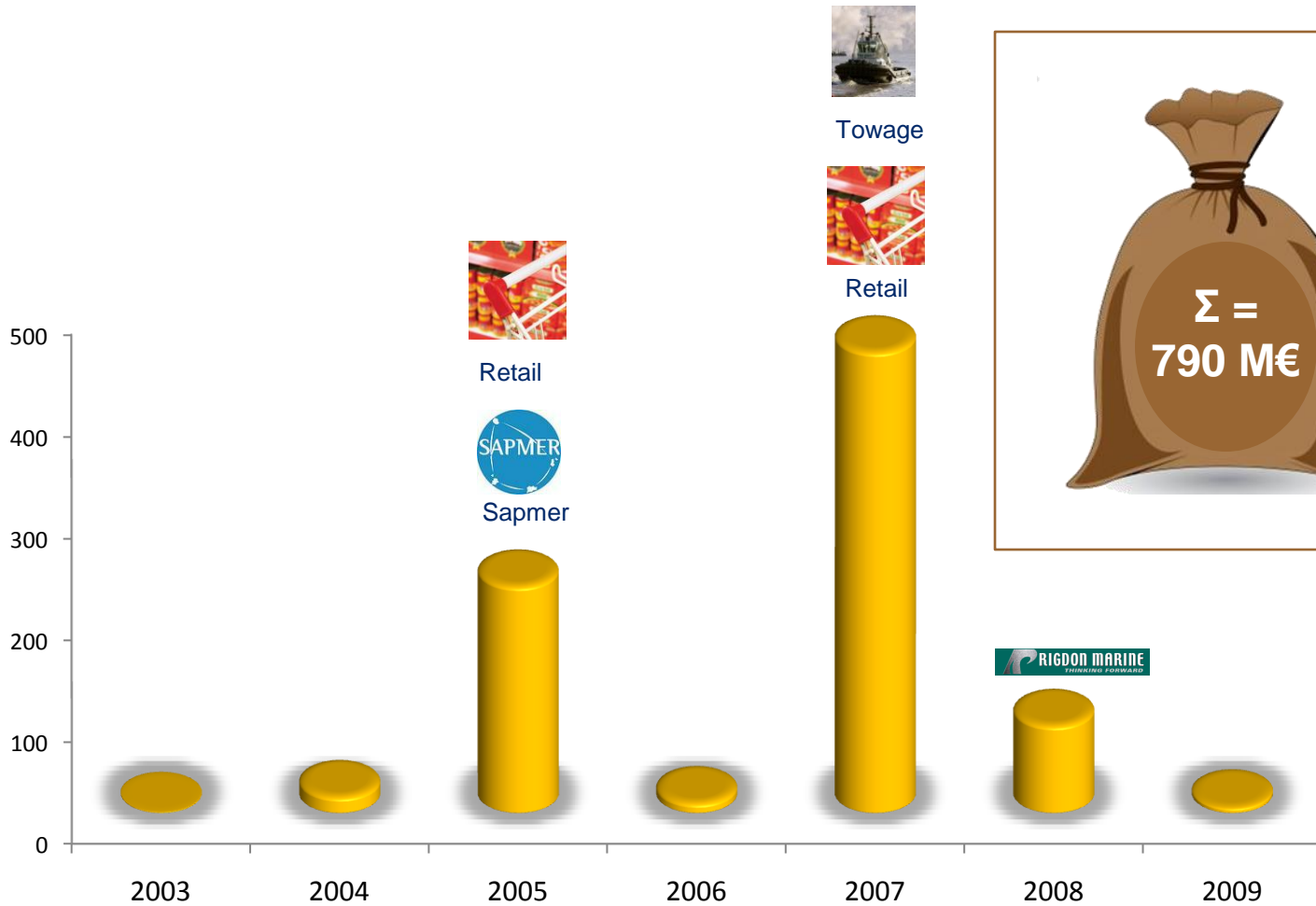
In million of euros

Focus on marine activities (2003-2009)



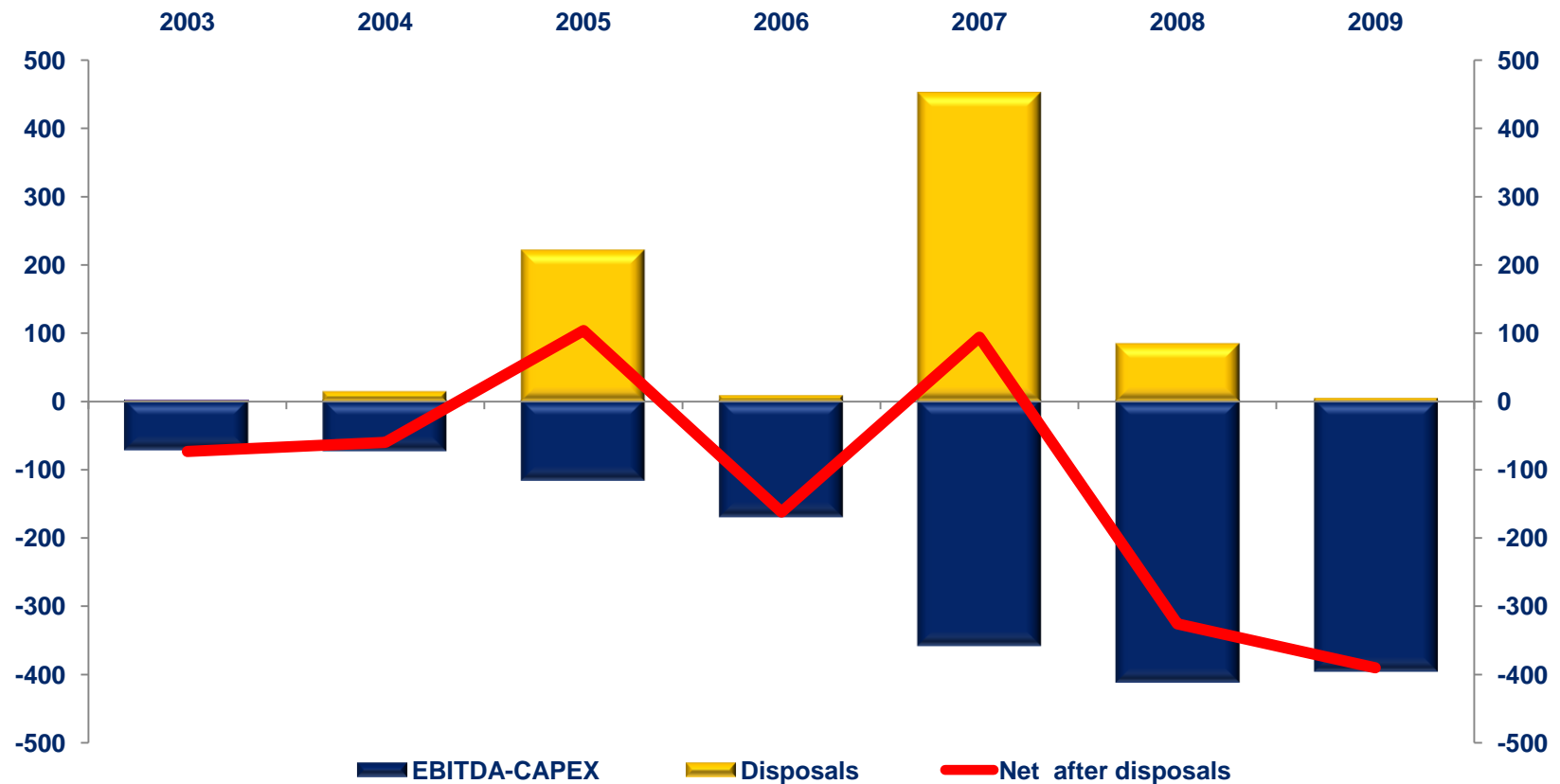
Disposals have generated strong cash-in (2003-2009)

In million of euros



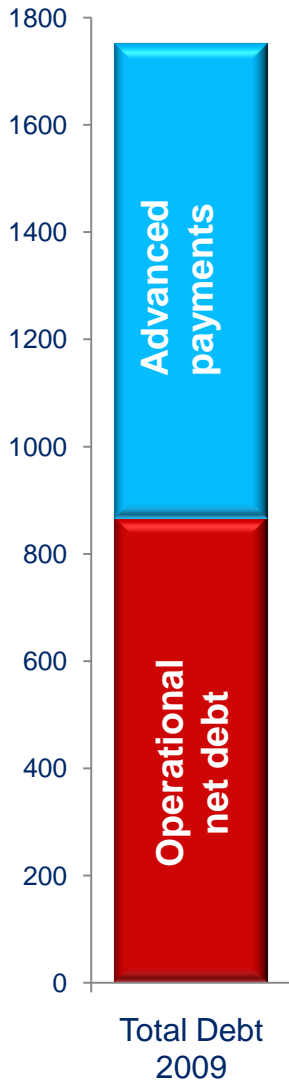
Offshore growth partly financed through disposal of non strategic assets (2003-2009)

In million of euros

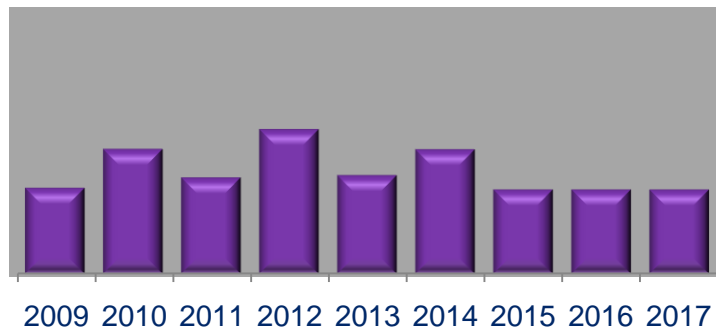


In million of euros

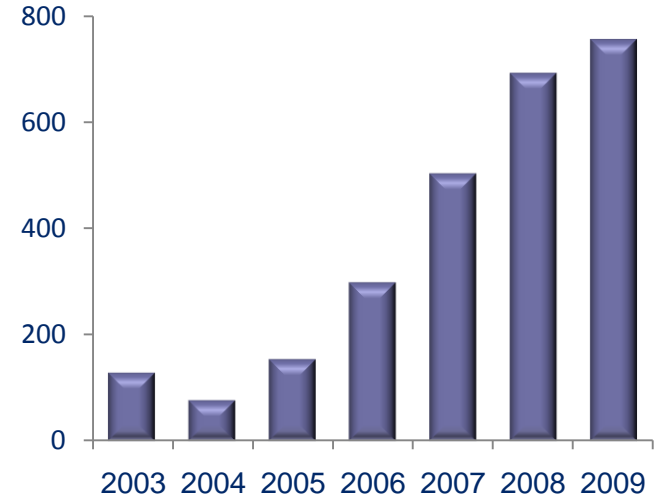
Pre-delivery financing and debt profile (2003-2009)



Bank loans repayments profile



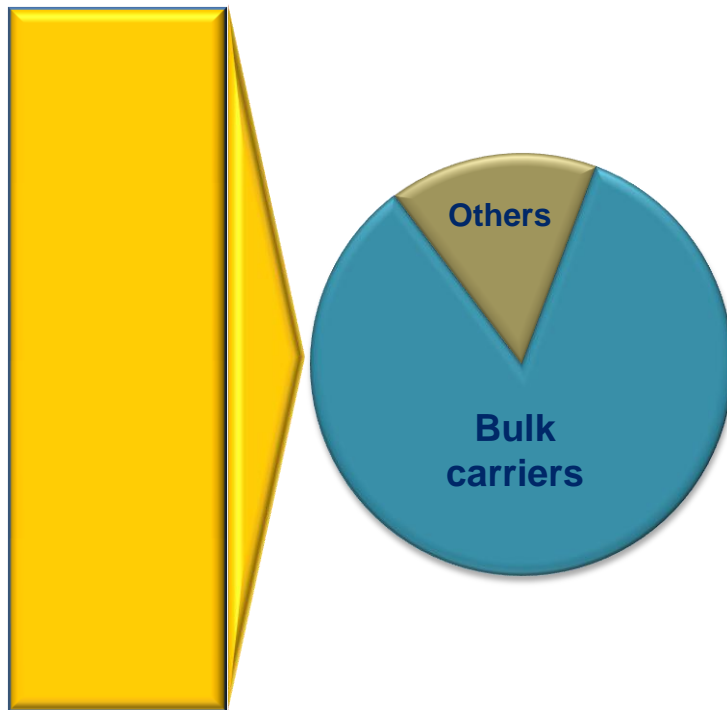
End year installments on Capex



	BOURBON 2015 (2011-2015)	Horizon 2012 (2003-2009)
■ New investments	2 billion \$	2 billion €
■ Average yearly Offshore revenue growth	17%	21%
■ Offshore EBITDA /revenues in 2015	45%	41%
■ EBITDA/Capital employed	20%	18%

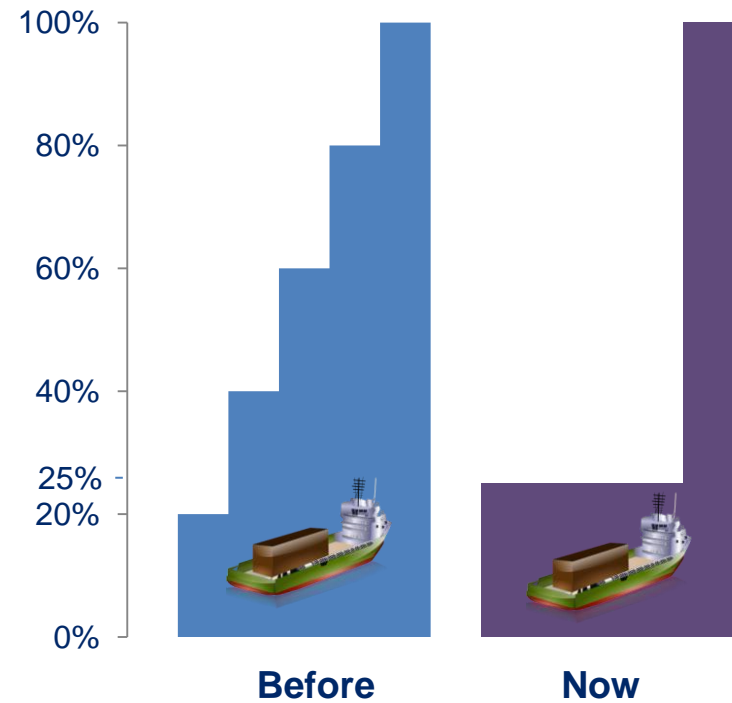
Disposal of assets (2010 mainly)

€500m



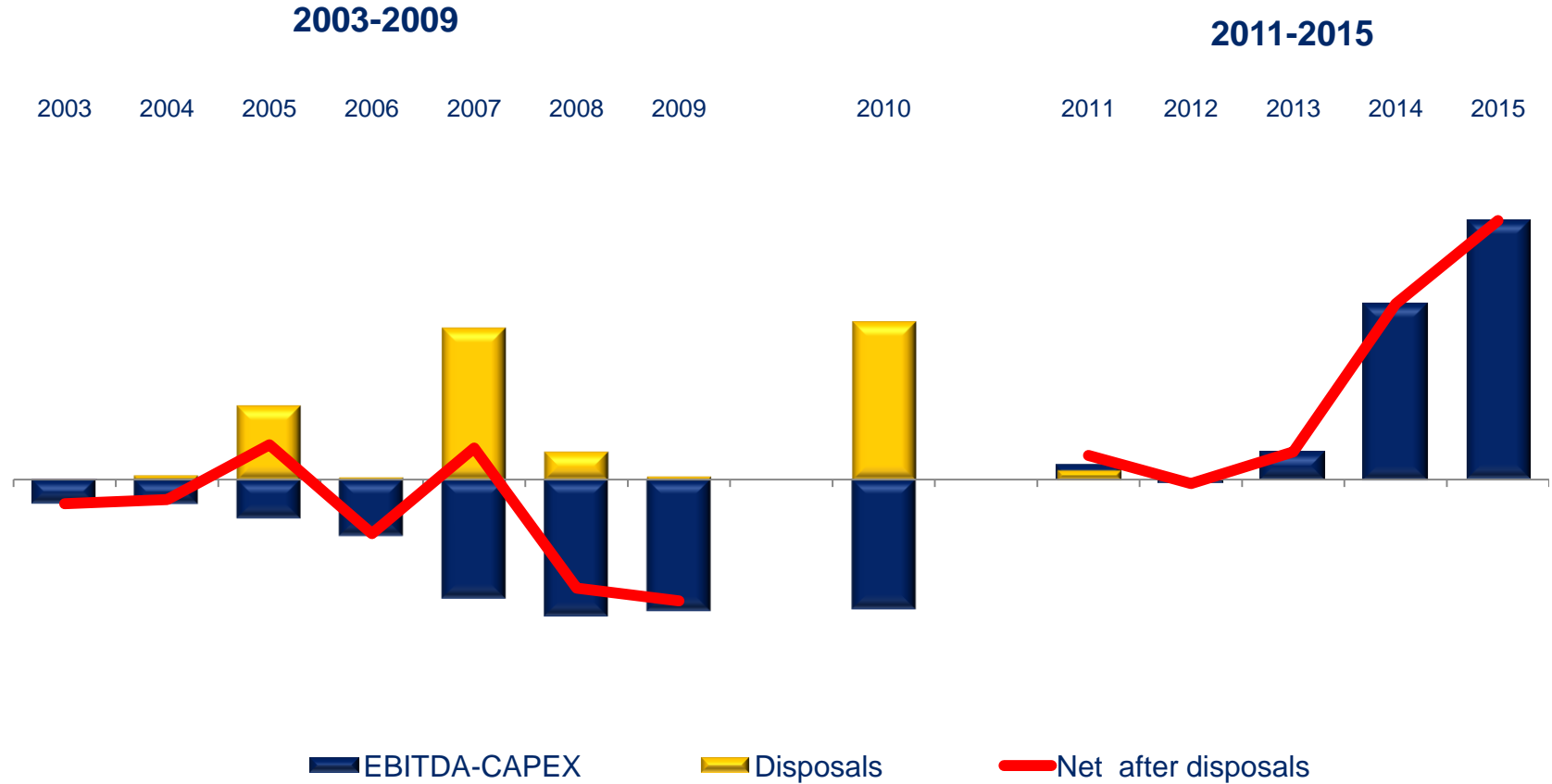
New orders

75% paid at delivery



In million of euros

Positive cash-flows

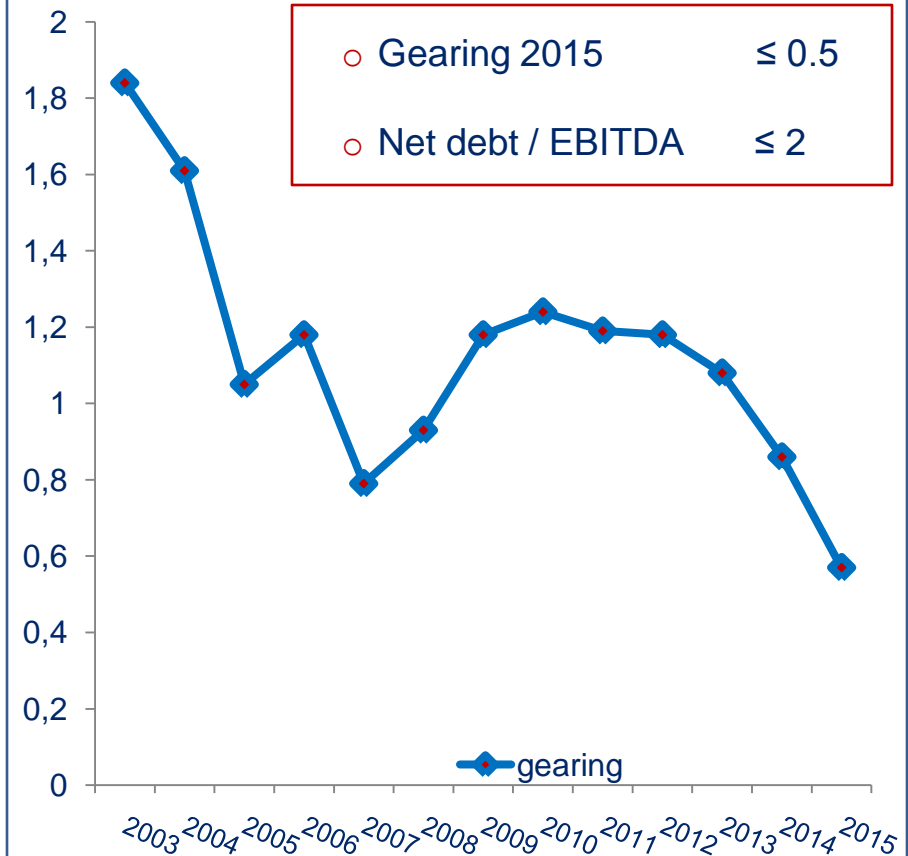


Financing diversification

China Exim Bank 400 M\$ loan

- Post delivery financing
- 60% vessel cost
- 12 years

Reducing gearing from 2011 onwards



2011-2015

Use of funds

Source of funds

■ Capital expenditures	1 850	■ Assets disposal (**)	30
■ Decrease in net debt	360	■ Cash flows from Operations	2 740
■ Dividends*	560		
	<hr/>		<hr/>
TOTAL	2 770		2 770

*Including minorities

**Assets disposal mainly in 2010

■ Offshore market risk

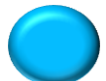
- Emerging markets' growth and economic recovery to drive oil demand
- Discovery and new production rely mainly on offshore

■ Demand for vessels

- Gulf of Mexico incident's impact still to be evaluated
- Deepwater marine services and subsea activity set to grow in the coming years, oversupply mainly in large AHTS
- Shallow water replacement market is a low risk / high growth segment because of age profile and increased technical requirements

- This new building program does not create a new threat of oversupply

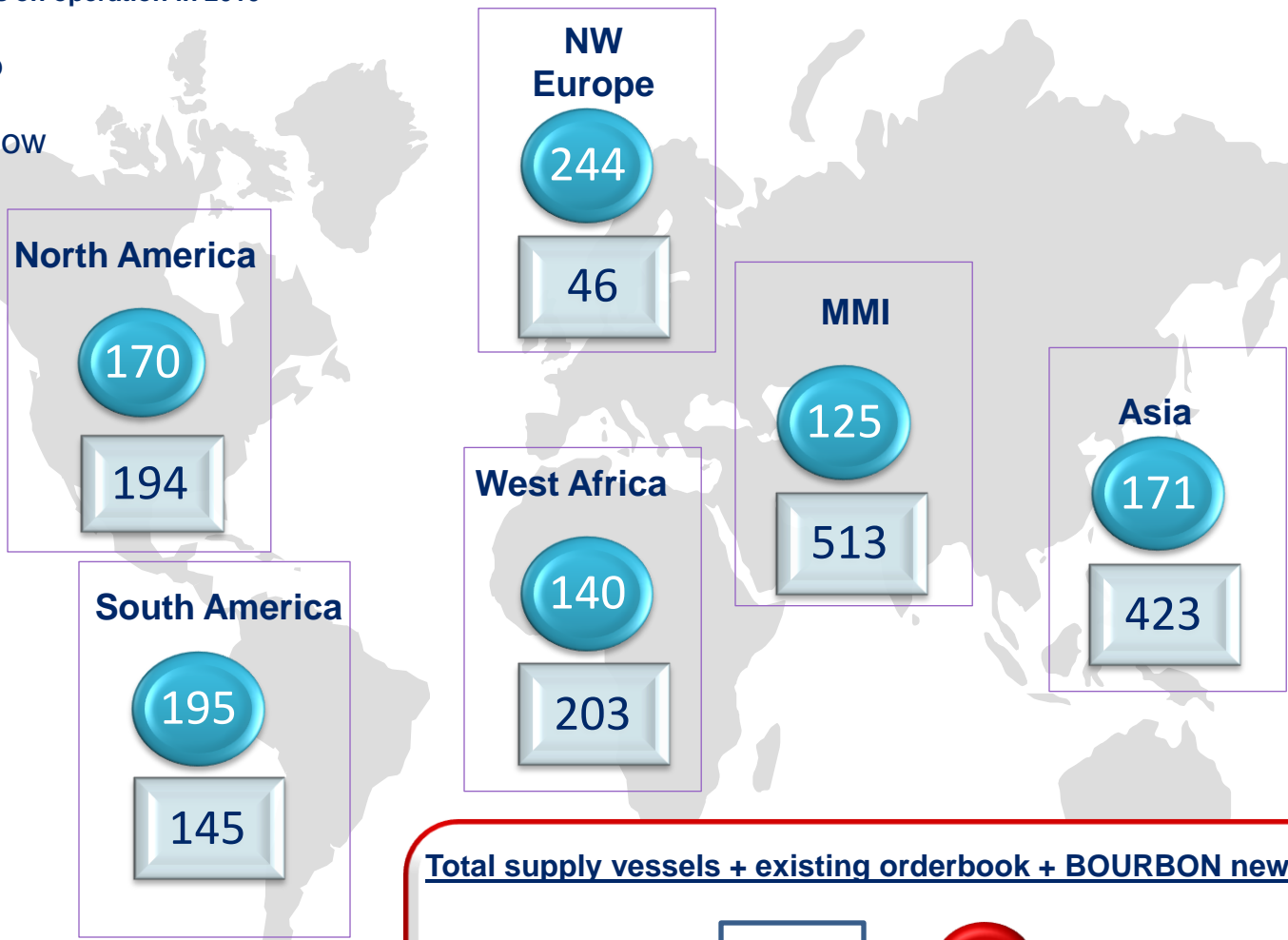
Supply vessels on operation in 2010



Deep



Shallow



Total supply vessels + existing orderbook + BOURBON new orders

Deep 1 395

Shallow 1 762

9%

8%

BOURBON 2015 fleet's share of the total worldwide fleet

Source: ODS Petrodata March, 2010

■ Customer risk managed

● Majors 51% Turnover



● Independents 21% Turnover



● National Oil Companies 14% Turnover



● Contractors 9% Turnover

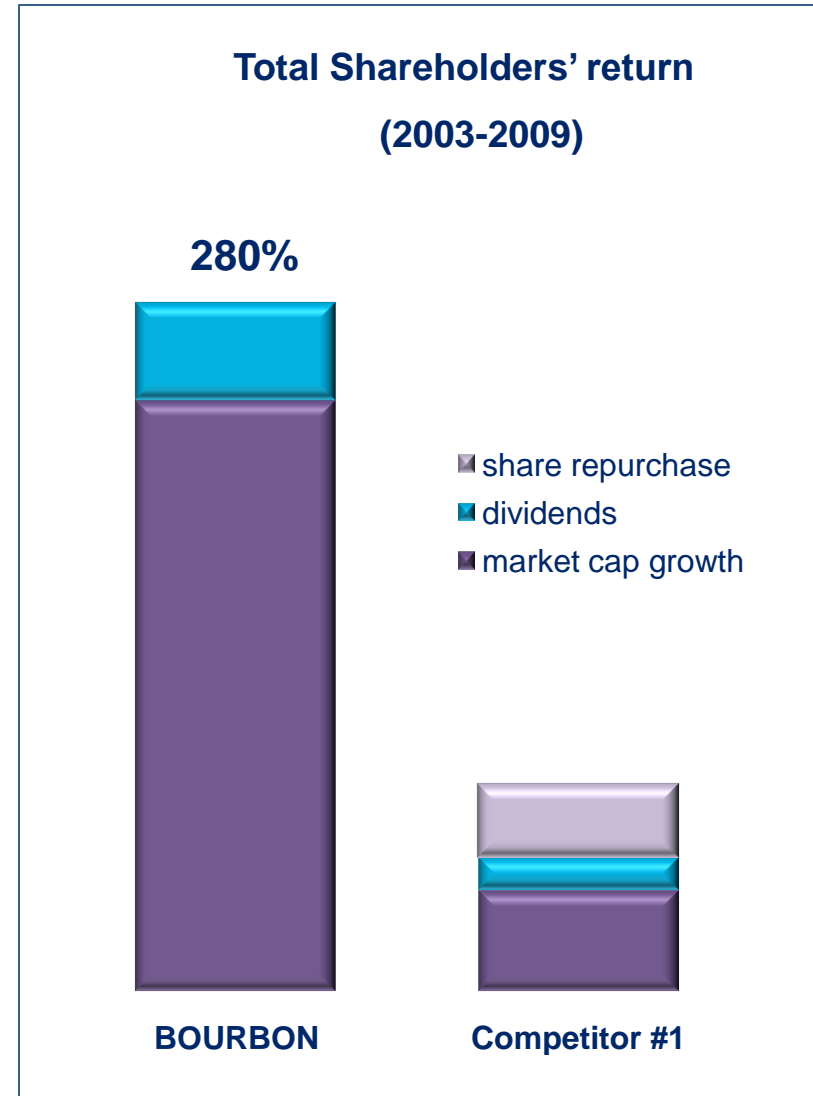
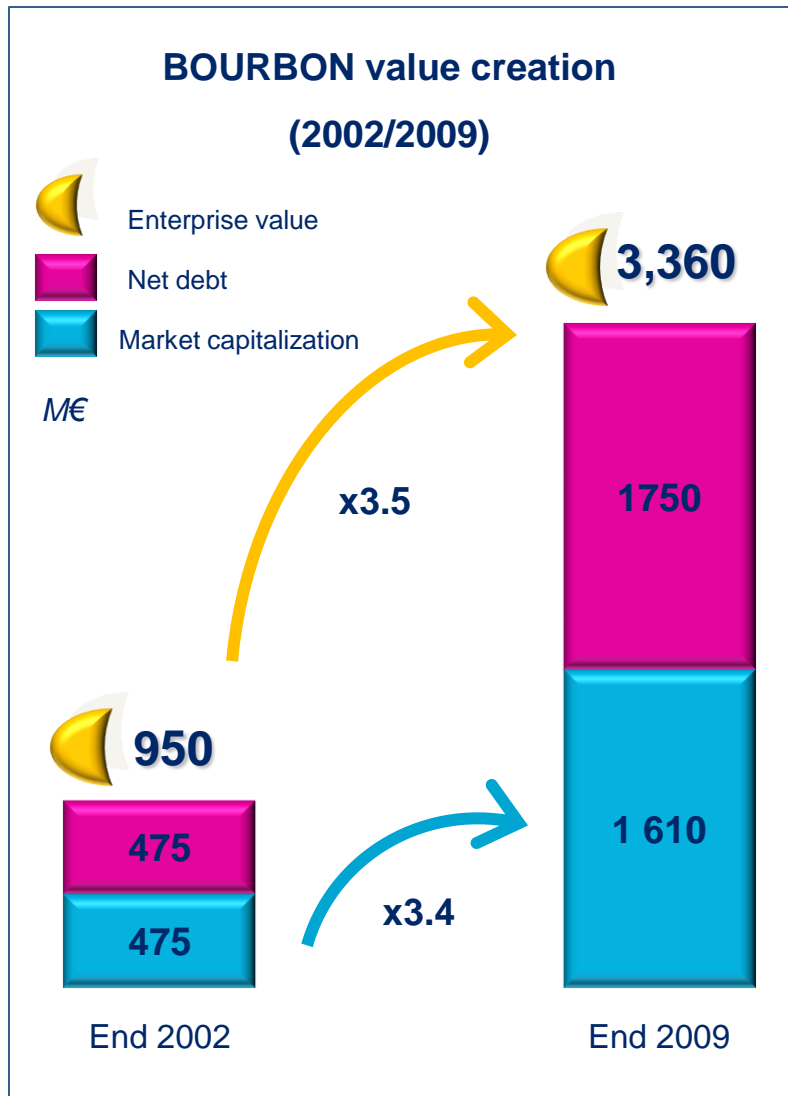


- Low risk from shipbuilders:
 - 75% at delivery and refund guarantee on deposit
 - Orders to reputable and financially strong yards
- Cash flow from operations based on average utilization rates and day rates reflecting fleet quality, market recovery and more balanced supply demand of vessels
- Disposal of assets (500 M€) and post delivery financing (400 M\$) well secured
- BOURBON 2015 is based on $1 \text{ €} = 1.30 \text{ \$}$,
in 2015 +/- 1 cent of \$ per € = +/- €10 m of EBITDA

- Safety performance improved regularly for the last 5 years
- 98 new supply vessels successfully deployed and operated for the last 7 years
- Manpower increased 7 times to 7 000 people since 2002 while achieving high standards of operations

BOURBON benefits from proven track record and commitment to continuous improvements

In millions of euros

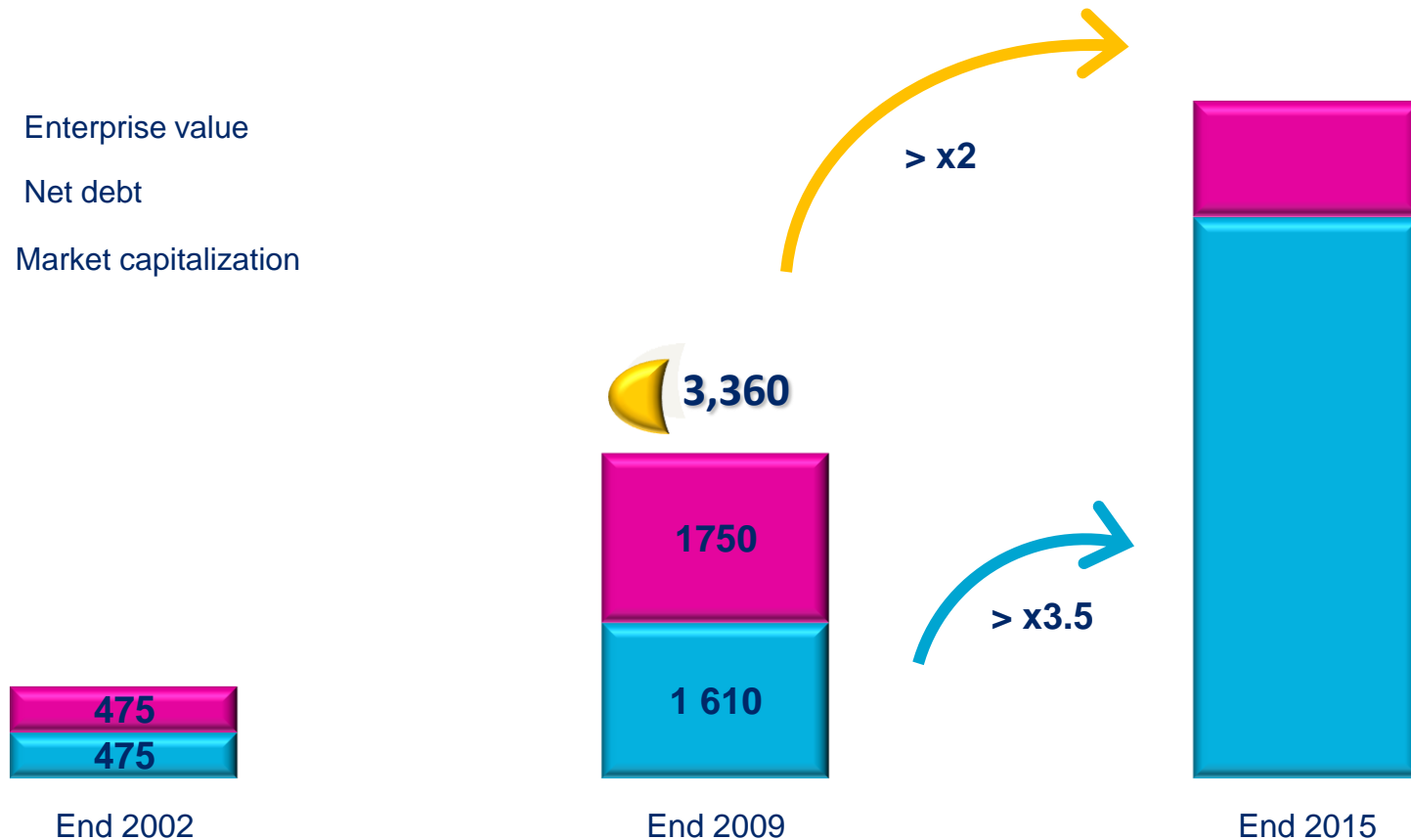


BOURBON 2015 « EQUITY STORY »

- Offshore revenue growth  17% yearly average
- Return on Capital Employed  Gross return in 2015 = 20%
- Strategic positioning 
 - 600 owned vessels
 - Young and modern fleet
 - Full range of marine services
 - Strong regional footprint
- Diversified financing and positive cash flow from 2013  Increased yield for shareholders

Hypothesis

- Enterprise value : EBITDA multiple 6/8
- Market capitalisation : PER 12/14



BOURBON 2015 provides :

- 17% Offshore revenue growth on average per year, improved return on capital employed and reduced debt level by 2015
- Financing of a 2 billion \$ investment program benefits from 500 M€ assets disposal, payments of 75% at delivery and China Exim Bank M\$ 400 long term loan
- Risks are well mitigated through potential increase of oil companies investments, investments in innovative and cost efficient vessels and proven execution capabilities
- BOURBON 2015 value creation prospects are high



BOURBON

Conclusion

JACQUES DE CHATEAUVIEUX
Chief Executive Officer

OUR COMMITMENT**SAFETY AND RELIABILITY****OUR TOOLS**

600 modern and cost effective vessels

OUR TEAM

Qualified, engaged and working as a team worldwide

OUR REWARDS

- Customers' satisfaction
- Personnel' satisfaction
- Shareholders' satisfaction

« Towards leadership under the flag of excellence »



BOURBON



APPENDICES

BOURBON 2015 fleet profile*

	Existing fleet 12.31.2009	On order Horizon 2012	BOURBON 2015 New buildings	TOTAL number of vessels
Marine Services				
Deep vessels	63	9	24	96
Continental vessels	52	44	50	146
Salvage Tugs	5	-	-	5
TOTAL supply vessels	120	53	74	247
Crew boats	223	33	64	320
TOTAL Marine Services	343	86	138	567
Subsea Services				
IMR vessels	14	13	6	33
TOTAL OFFSHORE VESSELS	357	99	144	600

*Data excluding sales/scraping of vessels

This document may contain information other than historical information, which constitutes estimated, provisional data concerning the financial position, results and strategy of BOURBON. These projections are based on assumptions that may prove to be incorrect and depend on risk factors including, but not limited to: foreign exchange fluctuations, fluctuations in oil and natural gas prices, changes in oil companies investment policies in the exploration and production sector, the growth in competing fleets, which saturates the market, the impossibility of predicting specific client demands, political instability in certain activity zones, ecological considerations and general economic conditions.

BOURBON assumes no liability for updating the provisional information based on new information in light of future events or any other reason.



BOURBON

