

## **Archer - The well company**

Jørgen Peter Rasmussen Chief Executive Officer March 2011





### **Archer**

Our goal
Deliver better wells, to help
our customers produce more
oil and gas

### Archer at a glance



#### What we do...

Drilling services: Platform drilling, Land drilling, Modular rigs, Directional drilling, Drill bits, Drilling & Completion fluids, Tubular handling, Cementing tools, Plugs/Packers, Rentals, Underbalanced services, Engineering

Well services: Wireline intervention, Wireline logging, Integrity diagnostics, Imaging, Production monitoring, Coiled tubing, Completion services, Fishing

#### Where we do it...

Globally positioned to Service our customers



Global operations developed through organic and acquisitioned growth

#### Our size...

NOK 12 billion market cap; 325 million shares (SEAW) traded on OSE

USD 1.3 billion in revenue and USD 195 million EBITDA in 2010; pro forma for major acquisition

7,500 staff, engineers and skilled technicians

We are Craftsmen and Specialists

### **Global footprint**

## **Archer**



## Geographical revenue overview



Region (MUSD)	2009	2010
Africa	1	2
Asia Pacific	3	19
Europe	501	573
Middle East	1	3
North America	261	371
South America	322	418
Total	1 089	1 382

#### **Unaudited consolidated P&L**

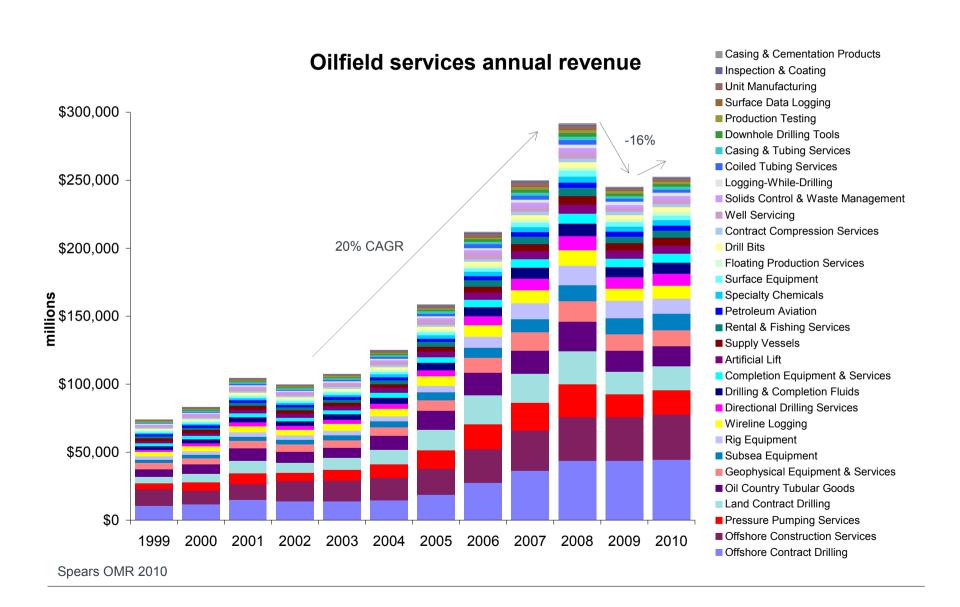


			2009			2010	***	
USD mill.	Seawell	Allis- Chalmers	Gray Wireline*	Sum of 2009 numbers as reported**	Sum of 2010 numbers as reported**	Seawell***	Allis- Chalmers	Gray Wireline
Total Operating Revenues	637,5	506,3	70,4	1 214,2	1 477,2	721,5	659,7	96,0
Operating Expenses	555,7	431,8	64,8	1 052,2	1 299,0	634,5	569,2	95,3
Depreciation and Amortisation  Total Operating Expenses	21,9 <b>577,6</b>	83,0 <b>514,8</b>	9,7 <b>74,5</b>	114,7 <b>1 166,9</b>	118,7 <b>1 417,7</b>	22,7 <b>657,2</b>	88,9 <b>658,1</b>	7,1 <b>102,4</b>
Net operating income	59,9	(8,6)	(4,1)	47,2	59,5	64,3	1,6	(6,4)
Financial Items	20,7	(22,5)	12,3	10,5	103,8	36,6	48,5	18,8
Taxes	10,1	9,9	(5,6)	14,3	(0,9)	15,4	(7,4)	(8,9)
Net Income	29,1	(21,2)	(10,7)	(2,9)	(43,4)	12,3	(39,5)	(16,2)

#### Notes

- \* Gray Wireline have a different reporting year and the reported numbers from 2009 are not audited
- \*\* All 2010 numbers are unaudited
- \*\*\* The Seawell 2010 reported numbers are adjusted for the Gray contribution for 2010
- \*\*\*\* The sum of numbers reported are simple adding of the individual reported numbers





### The portfolio of products and services



## Archer The well company

Drilling services

Platform drilling

Land drilling

Modular rigs

Directional drilling

Drill bits

Drilling & Completion fluids

**Tubular handling** 

Cementing tools

Plugs & Packers

Underbalanced services

Rentals

Engineering

Well services

Wireline intervention

Wireline logging

Integrity diagnostics

**Imaging** 

Production monitoring

Coiled tubing

Completion services

Fishing

Specialist intervention

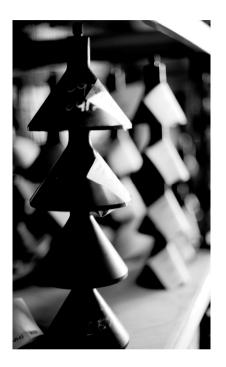
## What is Archer doing differently?



	Positioning	Ingredients	Size	Market		
Archer	Well specialists  Drilling services  Well services	People-centric Craftsman Innovation Straightforward solutions Experience	Mid-tier service provider, enabling operators to access combined well services	Existing fields Improving production Enhanced recovery		
Big 4 oil service co's	Life-of-field, reservoir focus; unlocking new types of reservoirs and exploration basins					
Regional players	Focused on a single market or a single customer, have only experience in one region					
Local players	Fragmented limited technology access					

## We have assembled the right technology to solve key industry challenges

## **Archer**



Cflex™
Annular seal
integrity extends
well life



Comtrac™
Revolutionary
carbon cable
conveyance
platform



Bringing clarity to well integrity management

Point™

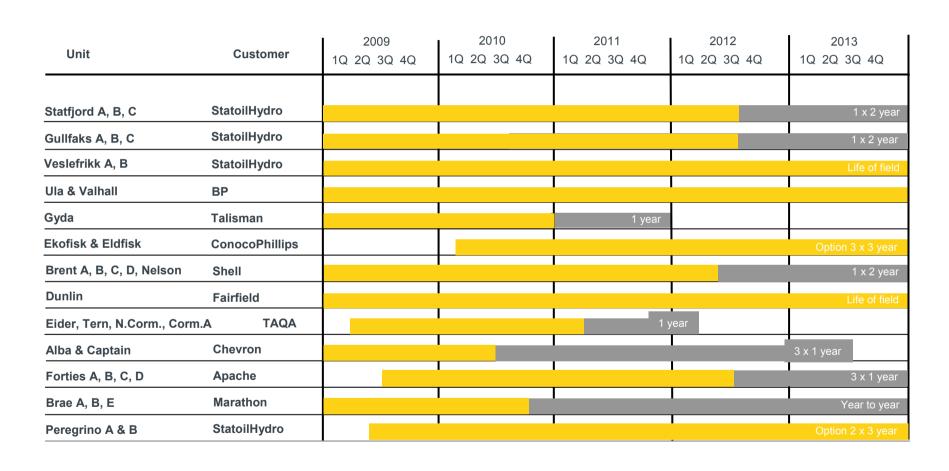


Safe & secure V0-rated well suspension plugs

**VMB**<sup>TM</sup>

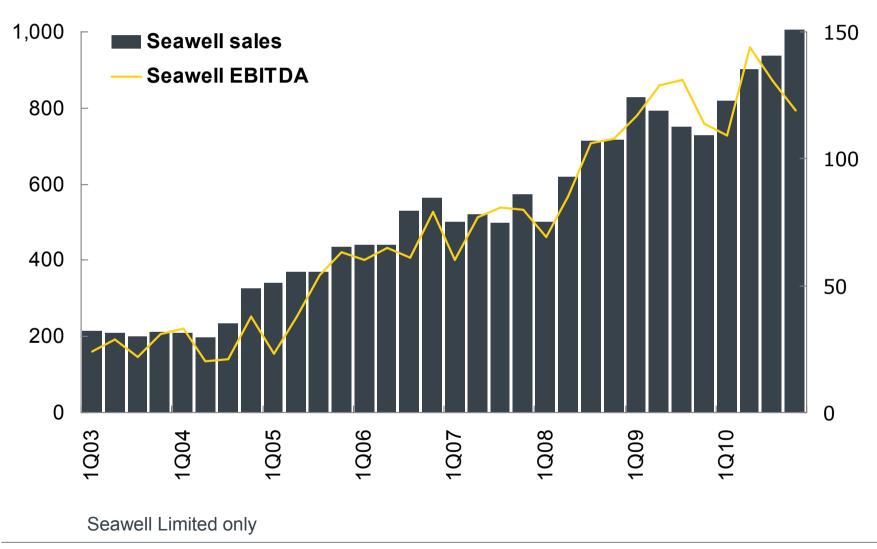
### We have a solid backlog in the North Sea





Firm contract's Option





### **Growth strategy – Footprint and Technology**



## Capture market share

Positioning and differentiation

Synergies and more services offered in the existing Archer locations

Increase market share by listening to customers, Deliver first class services and operational excellence

### **Grow globally**

Global expansion by addressing needs of customers and move into markets where we have not been present so far.

Global expansion through local or regional acquisitions

#### Build portfolio to deliver better wells

Continue to focus on practical, fit-for-purpose engineered technology acquisitions

Development of new technology and applications, new services and solutions to customers problems

# Acquire complementary businesses

Acquisitions must add to our skills and differentiated experience, expand global reach

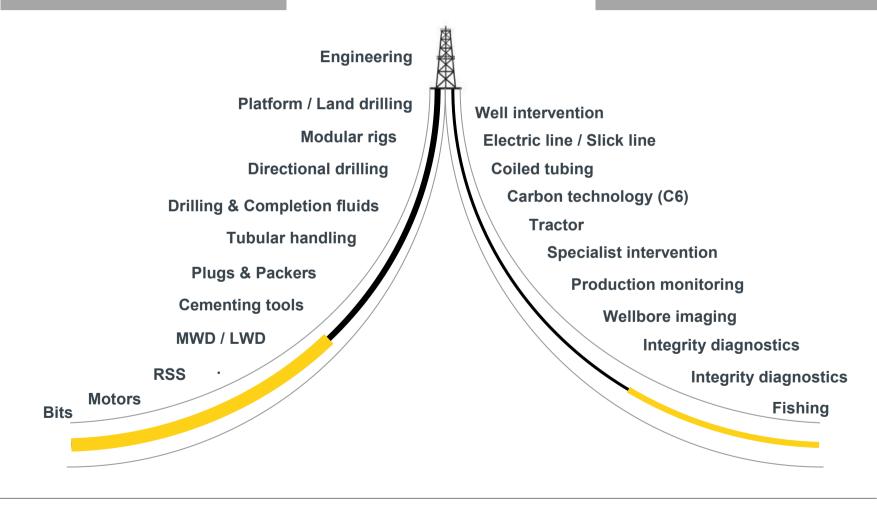
Focus on value and accretion in all acquisitions

### Our service offering ambitions



### Drilling services

#### Well services



### Imagine the technology we bring to our clients wells

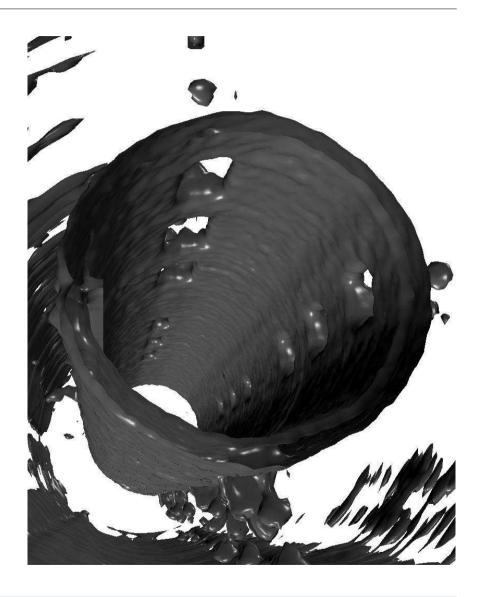


#### Well Performance Eye

Breakthrough in wellbore spatial imaging technology

- Operates in all well fluids
- Hi-definition images through pipe

Enabling operators to manage wells more effectively, improve well performance and extend well life.



## We have begun an aggressive expansion of our global footprint



## Strong footprint

Multiple services, multiple clients, many years of experience

United Kingdom Norway Denmark

United States Argentina

## **Building** footprint

More than two services, some experience, concentrated client base

Brazil Bolivia Mexico

Nigeria

Malaysia Singapore

## **Emerging footprint**

One to two services, at beginning of market penetration in 2010

Qatar

Abu Dhabi

Saudi Arabia

Egypt

Libya

Algeria

Angola

Indonesia Australia



## **Financials**

## Seawell unaudited consolidated statement of operations



(In millions of NOK, except per share data)

	For the three month period ended December 31,		For the twelve mon period ended December 3	
	2010	2009	2010	2009
On anoting a payon and				
Operating revenues	4 000 0	700.4	0.007.5	0.404.0
Operating revenues	1,029.3	728.1	3,687.5	3,101.2
Reimbursables	233.9	133.7	641.4	723.6
Other revenues	0.0	0.0	0.0	0.0
Total operating revenues	1,263.2	861.8	4,328.9	3,824.8
Operating expenses				
Operating expenses	862.3	583.2	3,038.0	2,538.3
Reimbursable expenses	228.1	127.9	617.1	692.5
Depreciation and amortization	36.9	36.8	136.2	131.6
General and administrative expenses	54.0	36.7	152.0	103.1
Total operating expenses	1,181.2	784.6	3,943.2	3,465.5
Net operating income	82.0	77.2	385.7	359.3

YOY operating revenue growth of 41% for 4Q and 19% for full year 2010

NOK30 mill. one off listing and merger cost in 2010

## Seawell unaudited consolidated statement of operations



(In millions of NOK, except per share data)

	For the three month period ended December 31,		For the twelve me ended De	onth period cember 31,
	2010	2009	2010	2009
Financial items				
Interest income	3.2	1.3	9.3	5.6
Interest expenses	(14.5)	(23.1)	(82.5)	(95.5)
Other financial items	(46.6)	(0.9)	(146.2)	(34.4)
Total financial items	(57.9)	(22.7)	(219.4)	(124.3)
Income/(loss) before income taxes	24.1	54.5	166.3	235.1
Income taxes	(23.2)	(12.8)	(92.6)	(60.6)
Gain on issuance of shares by subsidiary	-	-	-	
Net income/ (loss)	0.9	41.7	73.7	174.4
Net income/ (loss) attributable to the parent	0.9	42.0	74.1	176.2
Net income attributable to the non-controlling interest	(0.0)	(0.3)	(0.4)	(1.8)
Basic earnings/ (loss) per share (NOK)	0.00	0.38	0.49	1.60
Diluted earnings/ (loss) per share (NOK)	0.00	0.38	0.47	1.59

Other financial items are merger related. FX loss and refinancing fees.

#### Seawell unaudited consolidated balance sheets



In millions of NOK		
LIABILITIES AND SHAREHOLDERS' EQUITY		
Current liabilities		
Current portion of long-term debt	11.0	260.8
Other current liabilities	956.0	509.5
Amoumts due to parent	0.0	191.1
Total current liabilities	967.1	961.4
Non-current liabilities		
Subordinated loan	0.0	613.6
Long-term interest bearing debt	1,128.8	987.7
Deferred taxes	75.2	0.0
Other non-current liabilities	278.1	149.8
Total non-current liabilities	1,482.1	1,751.1
Shareholders' equity		
Common shares of par value US\$2.00 per share:		
300,000,000 shares authorized		
225,400,050 outstanding at December, 2010 (December, 31		
2009: 110,000,050)	2,622.4	1,198.4
Additional paid in capital	1,357.7	163.3
Retained earnings	411.0	336.9
Accumulated other comprehensive income	(15.3)	30.3
Other equity	(1,102.1)	(1,102.1)
Non-controlling interest	0.1	0.5
Total shareholders' equity	3,273.9	627.3
Total liabilities and shareholders' equity	5,723.1	3,339.8

New equity from private placement USD430 mill. incl. conversion of subordinated loan

### Seawell unaudited consolidated balance sheets



#### In millions of NOK

ASSETS	December 31, 2010	December 31, 2009
Current assets		
Cash and cash equivalents	1,023.6	236.7
Restricted cash	71.5	51.8
Accounts receivables, net	889.5	550.4
Other current assets	378.6	191.0
Total current assets	2,363.2	1,029.9
Non-current assets		
Investment in associates	30.9	0.0
Drilling equipment and other fixed assets	650.6	404.9
Asset under construction	184.5	167.0
Deferred tax assets	31.5	9.3
Other intangible assets	343.9	135.7
Goodwill	2,091.3	1,589.8
Other non current asset	27.3	3.2
Total non-current assets	3,359.9	2,309.9
Total assets	5,723.1	3,339.8

Net cash from private placement USD290 mill. Acquired Gray W/L for USD 160 mill. in cash

## **Seawell Segment information**



In millions of NOK

	For the three month period ended December 31,		For the twelve month period ended December 31,		
Revenues from external customers	2010	2009	2010	2009	
(in millions of NOK)					
Drilling Services	1,027.9	720.1	3,577.6	3,199.4	
Well Services	235.3	141.7	751.3	625.4	
Total operating revenues	1,263.2	861.8	4,328.9	3,824.8	
Depreciation and amortization					
(in millions of NOK)					
Drilling Services	13.8	13.5	53.6	53.7	
Well Services	23.1	23.3	82.5	77.9	
Total depreciation and amortization	36.9	36.8	136.2	131.6	
Operating income - net income					
(in millions of NOK)					
Drilling Services	51.6	68.3	282.9	284.6	
Well Services	30.4	8.9	102.8	74.7	
Operating income	82.0	77.2	385.7	359.3	
Unallocated items:	(57.0)	(00.7)	(040.4)	(404.0)	
Total financial items	(57.9)	(22.7)	(219.4)	(124.3)	
Income taxes	(23.2)	(12.8)	(92.6)	(60.6)	
Net income	0.9	41.7	73.7	174.4	



## Organisation

## The Management, 300+ years experience in Oilfield services and global operations **Archer**

#### **Executive team:**

Jørgen Peter Rasmussen, Chief Executive Officer (DK)

Thorleif Egeli, Chief Operating Officer (N)

Lars Bethuelsen, Chief Financial Officer(N)

Max Bouthillette, General Counsel (CAN)

Carlos Calad, VP Marketing and Sales, (CO)

Gunnar Lemvik, SVP Human Resources, CIO and Integration (N)

Steve Russell, VP Personnel and Supply Chain (UK)

#### **Operational Team:**

Kjetil Bjørnsen(N), Carlos Ectheverry(AR), David Corbet(UK), David Bryan(US), Terry Keane(US), Mark Harris(US), Roy Martin(NZ), Mark Patterson(US), Rolf E Haaland(N)

General management in oilfield services in 60+ countries

A global organization, 10 nationalities in executive management

Experience in 25 of the Oilfield Service business segments

### **Board Of Directors, Archer Limited**



Saad Bargach, non executive Chairman

Fredrik Halvorsen, Vice Chairman

Tor Olav Trøim

John Reynolds

Cecilie Fredriksen

Alejandro Bulgheroni

Kate Blankenship

Gianni Dell' Orto

Jørgen Peter Rasmussen

Multiple nationalities, Long industry experience



## Summary

### **Summary**

## **Archer**

**Create significant long-term shareholder value** 

Building a high growth global oilfield service company

Develop organizational capabilities through a diverse multinational workforce

Acquire technology, services and geographical footprint where needed

Focus on service quality, operational excellence and execution

Create an integrated offering across our service lines



## **Proforma Operational EBITDA for 4Q and 2010**



Unaudited USD million	4Q2010	2010
Seawell(1USD=6NOK)	22,5	92
Gray	6,1	19,2
Allis Chalmers	33,3	121,3
Total	61,9	232,5

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