# **Longbow Research Industrial Manufacturing & Technology Conference**

September 1, 2015









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## Forward Looking Statements and Non-GAAP Disclaimer

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act and Section 21E of the Exchange Act. Words such as "will," "expect," "expected", "looking forward", "guidance" and similar expressions are intended to identify forward-looking statements. Statements about the company's business, including its strategy, the impact of changes in oil prices and customer spending, its industry, the company's future profitability, the company's guidance on its sales, adjusted EBITDA, adjusted gross profit, tax rate, capital expenditures and cash flow, the company's expectations regarding the pay down of its debt, growth in the company's various markets and the company's expectations, beliefs, plans, strategies, objectives, prospects and assumptions are not guarantees of future performance. These statements are based on management's expectations that involve a number of business risks and uncertainties, any of which could cause actual results to differ materially from those expressed in or implied by the forward-looking statements. These statements involve known and unknown risks, uncertainties and other factors, most of which are difficult to predict and many of which are beyond our control, including the factors described in the company's SEC filings that may cause our actual results and performance to be materially different from any future results or performance expressed or implied by these forward-looking statements.

For a discussion of key risk factors, please see the risk factors disclosed in the company's SEC filings, which are available on the SEC's website at <a href="https://www.mrcglobal.com">www.mrcglobal.com</a>. Our filings and other important information are also available on the Investor Relations page of our website at <a href="https://www.mrcglobal.com">www.mrcglobal.com</a>.

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## **Company Snapshot**

#### **By the Numbers**

TTM Sales TTM Adjusted EBITDA	\$5.621B \$384M
Employees	~4,500
Locations	400+
Countries     Operations     Direct Sales (>\$100,000)     All countries	22 45+ 90+
Customers	21,000+
Suppliers	21,000+
SKU's	230,000+

#### **Industry Sectors**

**Upstream** 



**Midstream** 



**Downstream/Industrial** 



#### **Product Categories**

**Line Pipe & OCTG** 



**Valves** 

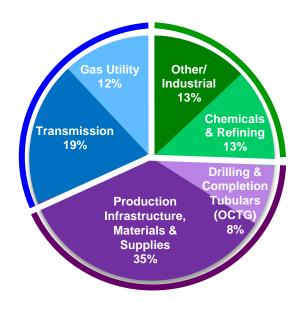


Fittings & Flanges



Note: Sales and Adjusted EBITDA as of June 30, 2015

## **Revenue by Industry Sector**





#### **Downstream**

- MRO, recurring, turnaround work
- Large installed base of refineries & petrochemical facilities
- Weighted to customer's operating budgets v. new construction capital projects

#### **Midstream**



- Primarily new construction
- · Growing pipeline integrity work in gas utilities
- Weighted to customer's new construction capital projects v. operating budgets
- Includes approximately half of line pipe sales

#### **Upstream**



- Both MRO and new construction
- Weighted slightly to customer's operating budgets v. new construction capital projects
- Includes 100% of OCTG sales
- Tracks customer CapEx, well completions and well count
- · Primarily production equipment, above ground

Note: Percentage of sales for the twelve months ended June 30, 2015.

## **Revenue by Geography and Product Line**

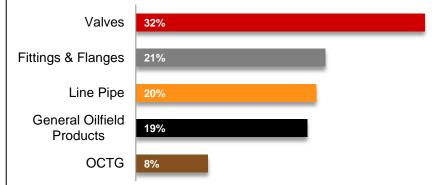
#### By Geography







#### **By Product Line**







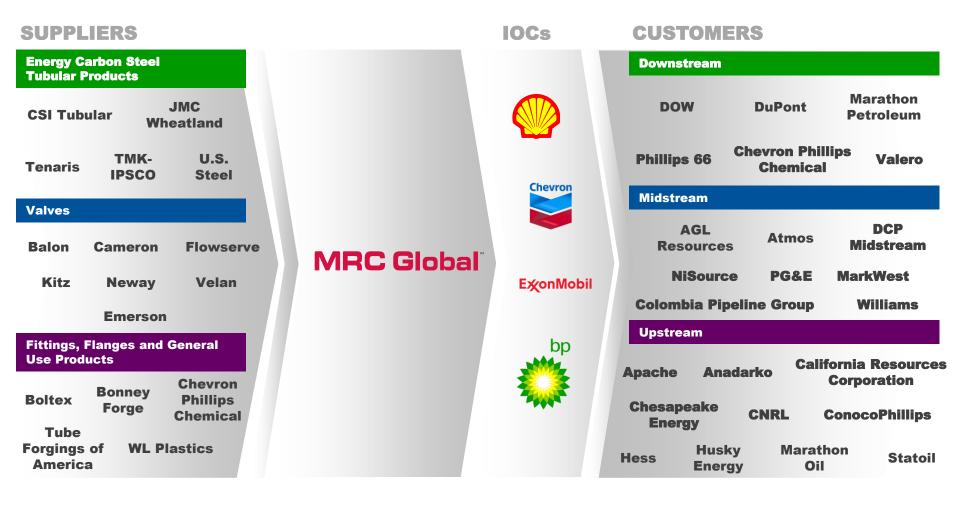






Note: Percentage of sales for the twelve months ended June 30, 2015

## **Long-Term Supplier & Customer Relationships**



# MRC Global is a Leading Provider of Integrated Supply Services to the Energy Industry



### **Integrated Supply Statistics**

- Supplying Integrated Supply services since 1988
- Accounts for sales in excess of \$830 million and growing rapidly
- Employ over 190 personnel at customer sites
- Providing Integration Services on over 100 customer sites
- Managing over 1.4 million customer part numbers
- Consignment inventories in excess of \$35 million at 700 locations
- Manage customer-owned point of use materials at over 800 locations

## **Long Term Growth Strategy – Greater Scale for Better Returns**

#### **Strategic Objectives**

#### **Execute Global Preferred Supplier Contracts**

- Focus on multi-year "Top 25" MRO agreements & adding scope to current agreements
- Recently added or renewed:
  - MarkWest U.S. midstream MRO, 5 years
  - Statoil Norway, Johan Sverdrup project, instrumentation
  - Marathon Oil U.S. MRO, 5 years
  - California Resources Corporation U.S. integrated supply, 3 years
  - TECO Energy's People's Gas & New Mexico Gas
     U.S. integrated supply, 5 years
  - SABIC Saudi Arabia, downstream valve framework agreement, 5 years

#### **Targeted Growth Account**

Continue to grow share with the "next 75" customers

#### Customer Mix<sup>1</sup>



# Rebalance Product Mix to Higher Margin Items

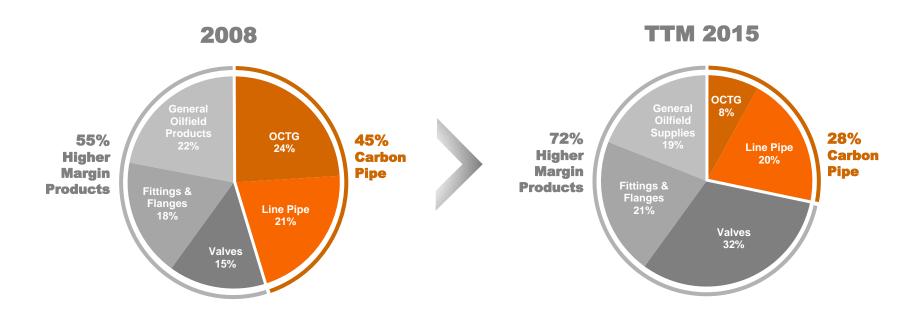
Focus on valves and valve automation

### **Growth from Mergers & Acquisitions**

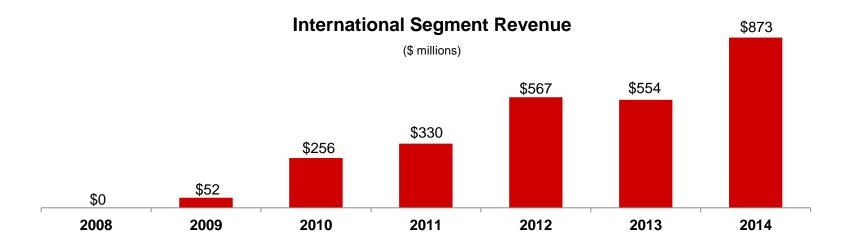
Continue to identify geographic and product line opportunities

## **Product Mix Shift from 2008 to 2015**

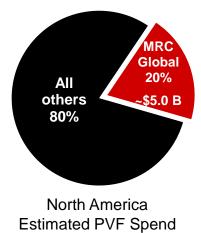
- Stable, higher margin valves are a larger percentage of revenue.
- More volatile carbon pipe is a smaller percentage of revenue.
- The prices of higher margin products are more stable.



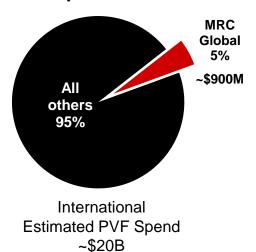
## **Building an International Platform for Growth**



#### Estimated Percentage of PVF Spend<sup>1</sup>



~\$25B

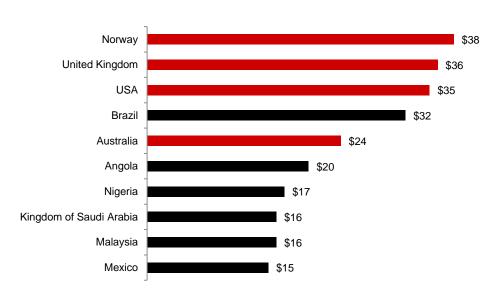


<sup>1.</sup> Estimated percentages are management estimates based on 2014 results.

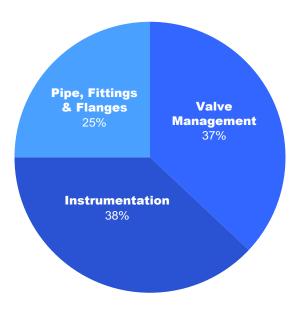
## Strategic Expansion into Offshore Production Platform MRO

- Top 4 largest offshore markets ~\$140 billion E&P spend
  - Norway is the largest we are positioned in 4 of the 5 largest offshore markets.
- MRC Global revenue mix
  - Pre Stream acquisition (2013) approx. 98% onshore, 2% offshore
  - Post Stream acquisition (2014) approx. 93% onshore, 7% offshore





#### **Stream 2014 Sales by Division**



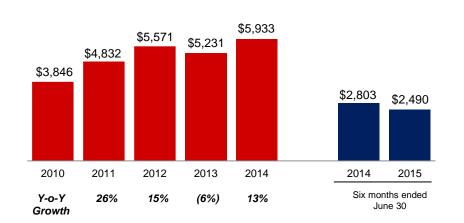
<sup>1.</sup> Source: Rystad Energy, September 2014

# **Financial Overview**

#### **Financial Metrics**

(\$ millions, except per share data)

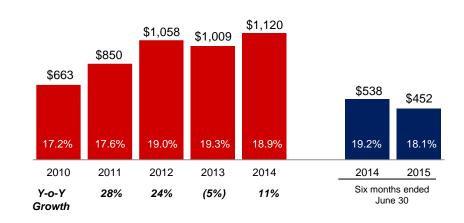
#### Sales



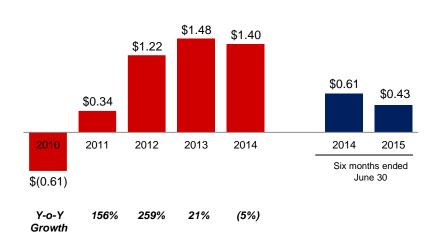
#### **Adjusted EBITDA and % Margin**



#### **Adjusted Gross Profit and % Margin**



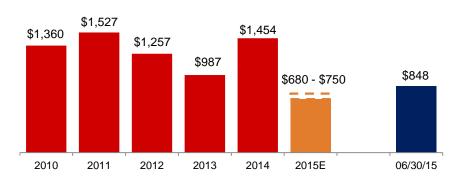
#### **Diluted EPS**



## **Balance Sheet Metrics**

(\$ millions)

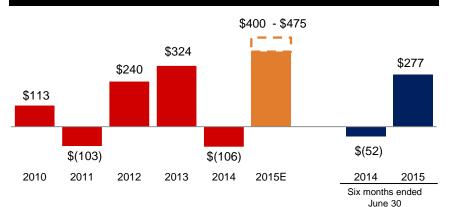
#### **Total Debt**



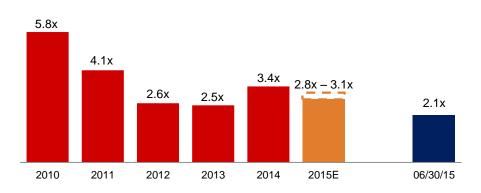
#### **Capital Structure**

<b>\$ 33</b> 527 321
221
321
\$ 848
355
1,404
\$ 2,607

#### **Cash Flow from Operations**



#### **Net Leverage**



NOTE: The Net Leverage ratio is calculated assuming the expected year-end debt balance above, the 6/30/2015 cash balance and a denominator of \$235 million, which is 2015 EBITDA consensus, as per Bloomberg on August 25, 2015.

## **Current 2015 Guidance**

- Revenue
  - Quarter: Q3 sequentially lower by 7-12%
  - Annual: 2015 expected to be 20-25% lower than 2014
    - Upstream upper 30% decline
    - Midstream high single digit decline
    - Downstream mid single digit decline
  - Revenue headwinds in 2015 in excess of \$120 million related to currency
- Adjusted gross margin Low to mid 17% range for the remainder of 2015
- **LIFO** \$45 million benefit for 2015
- SG&A \$149-\$152 million per quarter for the remainder of 2015
- Effective tax rate 36% for 2015
- Balance sheet
  - Expect to generate \$400-\$475 million of cash from operations
  - Reduce debt by \$700-\$750 million in 2015
  - Reduce debt to \$680-\$750 million at year-end

## **Investment Thesis Highlights**

### **Macro drivers**

- Growth in global energy consumption driving investment
  - Increased global production
  - Need for additional energy infrastructure
  - Expansion of downstream energy conversion businesses

## **MRC Global attributes**

- Market leader
- Exposed to all sectors of global energy
- Long term global customer & supplier relationships
- Generates strong cash flow from operations over the cycle







# **Appendix**

## **MRC Global // North America**



# **Global Footprint to Serve Customers - North America**



Cheyenne, WY



Odessa, TX



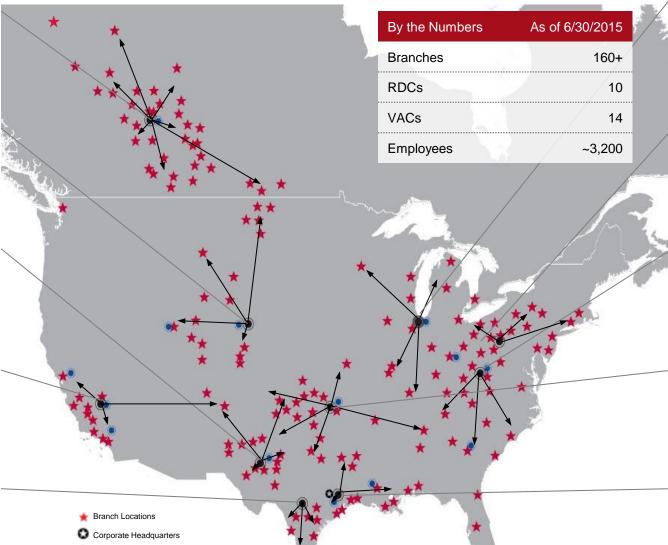
Bakersfield, CA



San Antonio, TX

Regional Distribution Centers
Valve Automation Centers





Munster, IN



Pittsburgh, PA



Nitro, WV



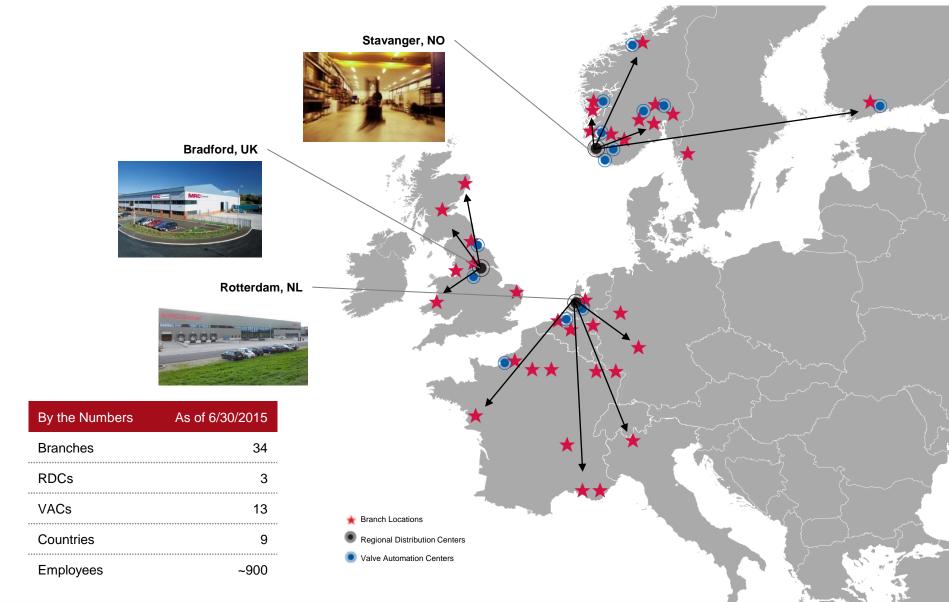
Tulsa, OK



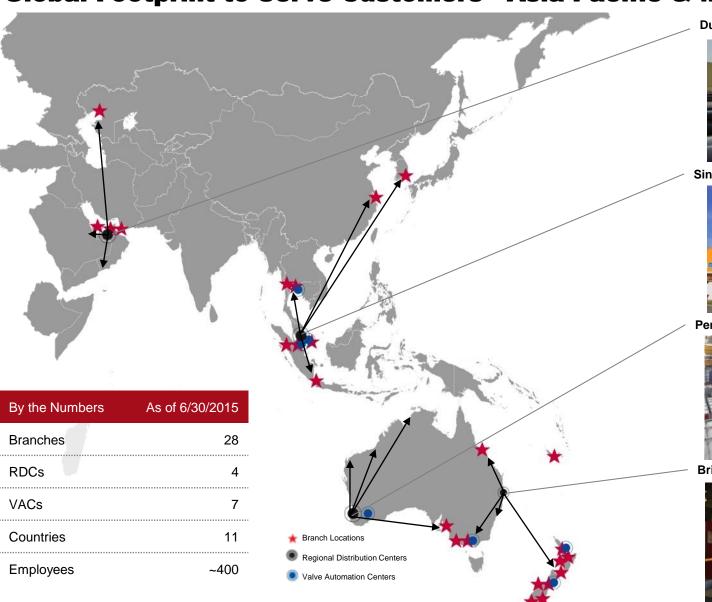
Houston, TX



# **Global Footprint to Serve Customers - Europe**



## Global Footprint to Serve Customers - Asia Pacific & Middle East



Dubai, UAE



Singapore



Perth, WA



Brisbane, QLD



# **M&A - Track Record of Strategic Acquisitions**

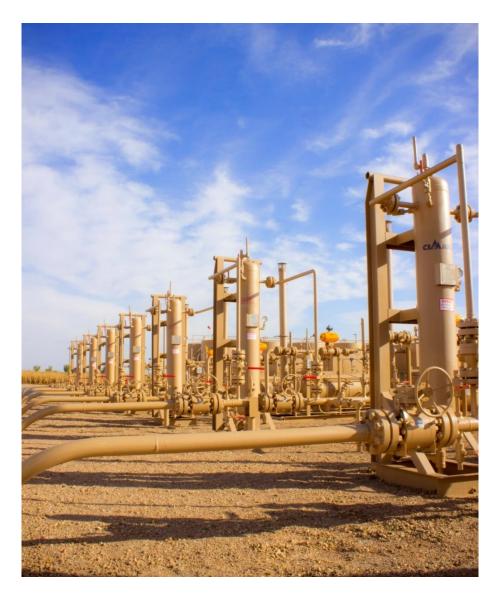
#### **Acquisition Priorities**

- International branch platform for "super majors" E&P spend
- Branch platforms/infrastructure for North American shale plays
- Global valve and valve automation
- Global stainless/alloys

Date	Acquisition	Rationale	Region	
Oct-08	LaBarge	Midstream	U.S.	\$ 233
Oct-09	Transmark	International valve platform	ve platform Europe and Asia	
May-10	South Texas Supply	Domestic shale	Eagle Ford Shale - South Texas	9
Aug-10	Dresser Oil Tools Supply	Domestic shale	Bakken Shale - North Dakota	13
Jun-11	Stainless Pipe and Fittings	Projects	Australia / SE Asia	91
Jul-11	Valve Systems and Controls	Valve automation	U.S. Gulf of Mexico	13
Mar-12	OneSteel Piping Systems	International PVF expansion	Australia	174
Jun-12	Chaparral Supply	Domestic shale	Mississippian Lime - Oklahoma / Kansas	71
Dec-12	Production Specialty Services	Domestic shale	Permian Basin / Eagle Ford shale	127
Jul-13	Flow Control Products	Valve automation	Permian Basin / Eagle Ford shale	28
Dec-13	Flangefitt Stainless	Stainless/Alloys	United Kingdom	24
Jan-14	Stream	International Offshore PVF	Norway	271
May-14	MSD Engineering	Valve automation	Singapore & SE Asia	26
Jun-14	НурТеск	International Offshore	Norway	38

\$ 1.46 Billion +

# **Upstream**







# **Midstream**







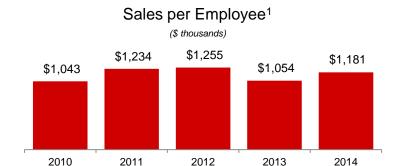
# **Downstream**





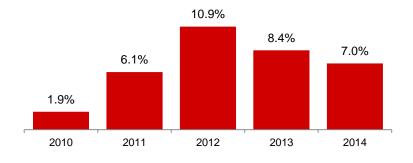


## **Performance Measures**

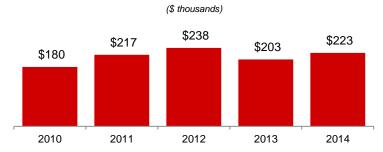




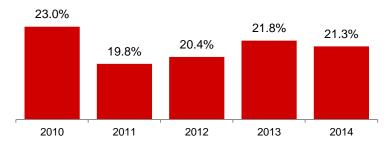
#### Return on Average Net Capital Employed (RANCE)<sup>2</sup>



#### Adjusted Gross Profit per Employee<sup>1</sup>



#### Average Working Capital / Sales



- 1. Calculated based on average number of employees
- RANCE is defined as Pretax income for the year plus Interest expense and related financing charges, multiplied by 1, minus our effective tax rate, and the denominator is average net capital employed for the year. Net capital employed is defined as Total assets minus Current liabilities plus Other longterm liabilities.

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## **Adjusted EBITDA Reconciliation**

	Six months ended June 30		Year Ended December 31				
(\$ millions)	2015	2014	2014	2013	2012	2011	2010
Net income available to shareholders	\$ 45.4	\$ 62.8	\$ 144.1	\$ 152.1	\$ 118.0	\$ 29.0	\$ (51.8)
Income tax expense	26.2	34.0	81.8	84.8	63.7	26.8	(23.4)
Interest expense	28.3	30.5	61.8	60.7	112.5	136.8	139.6
Depreciation and amortization	10.2	10.5	22.5	22.3	18.6	17.0	16.6
Amortization of intangibles	30.9	33.9	67.8	52.1	49.5	50.7	53.9
Increase (decrease) in LIFO reserve	(15.1)	2.1	11.9	(20.2)	(24.1)	73.7	74.6
Change in fair value of derivative instruments	1.1	4.3	1.1	(4.7)	(2.2)	(7.0)	4.9
Equity-based compensation expense	5.4	4.0	8.9	15.5	8.5	8.4	3.7
Severance & related costs	8.7	5.0	7.5	8.0	-	1.1	3.2
Write-off of debt issuance costs	3.2	-	-	-	-	-	-
Foreign currency losses (gains)	5.5	(3.1)	2.5	12.9	(8.0)	(0.6)	0.3
Loss on sale of Canadian progressive cavity pump business	-	6.2	6.2	-	-	-	-
Loss on disposition of rolled and welded business	-	-	4.1	-	-	-	-
Insurance charge	-	-	-	2.0	-	-	-
Cancellation of executive employment agreement (cash portion)	-	-	3.2	-	-	-	-
Inventory write-down	-	-	-	-	-	-	0.4
M&A transaction & integration expenses	-	-	-	-	-	0.5	1.4
Expenses associated with refinancing	-	-	-	5.1	1.7	9.5	-
Loss on early extinguishment of debt	-	-	-	-	114.0	-	-
Pension settlement	-	-	-	-	4.4	-	-
Legal and consulting expenses	-	-	-	-	-	9.9	4.2
Provision for uncollectible accounts	-	-	-	-	-	0.4	(2.0)
Joint venture termination	-	-	-	-	-	1.7	-
Other expense (income)		-	0.6	3.0	(0.6)	2.6	(1.4)
Adjusted EBITDA	\$ 149.8	\$ 190.2	\$ 424.0	\$ 386.4	\$ 463.2	\$ 360.5	\$ 224.2

## **Adjusted Gross Profit Reconciliation**

	Six months ended June 30			Year ended December 31				
(\$ millions)	2015	2014		2014	2013	2012	2011	2010
Gross profit	\$ 425.9	\$ 491.6		\$ 1,018.1	\$ 954.8	\$ 1,013.7	\$ 708.2	\$ 518.1
Depreciation and amortization	10.2	10.5		22.5	22.3	18.6	17.0	16.6
Amortization of intangibles	30.9	33.9		67.8	52.1	49.5	50.7	53.9
Increase (decrease) in LIFO reserve	(15.1)	2.1		11.9	(20.2)	(24.1)	73.7	74.6
Adjusted Gross Profit	\$ 451.9	\$ 538.1		\$ 1,120.3	\$ 1,009.0	\$ 1,057.7	\$ 849.6	\$ 663.2