# **Raymond James**

#### **37th Annual Institutional Investors Conference**

March 9, 2016

#### Jim Braun

Executive Vice President & CFO







### 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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#### **Global Leader in PVF Distribution**

#### **Critical Role in Global Supply Chains of Leading Energy Companies**

- Create value for customers and suppliers
- Closely integrated into customer supply chains
- Volume purchasing savings and capital efficiencies for customer

#### **Differentiated Global Capabilities**

- Unparalleled footprint, with approximately 350 locations in 22 countries
- Enhanced capabilities to evaluate suppliers, source material and provide outstanding customer service
- Serve broad PVF needs making it convenient and efficient for customers

#### **Attractive and Diversified Business Mix**

- Focus on maintenance, repair and operations (MRO) contracts
- · Balanced portfolio across upstream, midstream and downstream sectors
- Growing international and project business

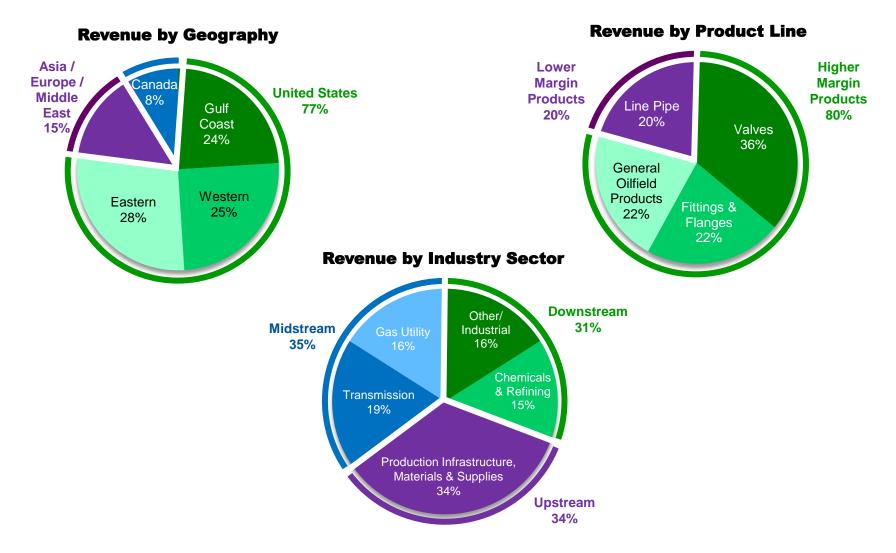








# Diversified by Geography, Industry Sector and Product Line (excluding OCTG)





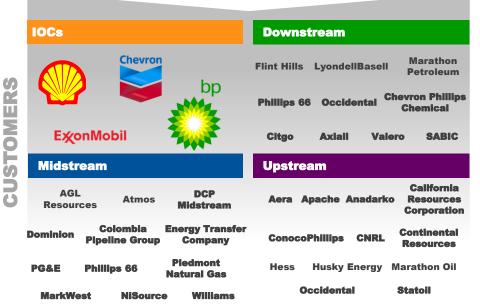
### MRC Global is a Critical Partner to Its Customers and Suppliers

# **Supplier Value Proposition**

- Manufacturing and scale efficiencies
- Leverage MRC Global's footprint
- Access to 19,000+ customers
- Lead suppliers through the quality process



# MRC Global



# **Customer Value Proposition**

- Outsource non-core supply chain and logistics functions
- Reduce supply chain complexity
- Savings from volume purchasing and global sourcing
- Product availability, with access to MRC Global's broad inventory
- Approve new suppliers through rigorous quality program
- Source globally from 45+ countries



#### **Global Platform for Continued M&A Growth**

#### **North American Consolidation**

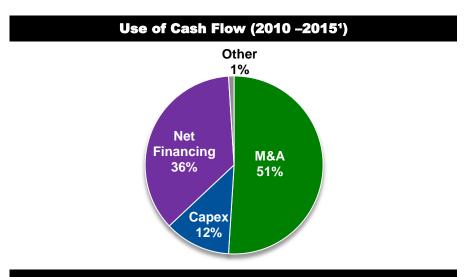
- Merger of McJunkin and Red Man created the largest PVF distributor to energy companies in the world
- Completed North American platform through seven bolt-on acquisitions and organic growth

#### **Global Acquisitions**

- Acquired Transmark in 2009 as a platform for international expansion
- Several subsequent acquisitions, which added new markets and products
- Acquired Stream in 2014, which added a differentiated offshore production facility capability and provides expertise to grow in offshore markets

#### **Differentiated position**

- Global service capability enables close integration with customers and organic growth opportunity
- Diversified across the energy infrastructure complex, serving upstream, midstream and downstream customers



Acquisitions							
Date	Company Acquired	Region	Revenue (\$M) <sup>2</sup>				
Oct-08	LaBarge	U.S.	\$ 233				
Oct-09	Transmark	Europe and Asia	346				
May-10	South Texas Supply	Eagle Ford	9				
Aug-10	Dresser Oil Tools Supply	Bakken	13				
Jun-11	Stainless Pipe and Fittings	Australia / SE Asia	91				
Jul-11	Valve Systems and Controls	U.S. Gulf of Mexico	13				
Mar-12	OneSteel Piping Systems	Australia	174				
Jun-12	Chaparral Supply	Mississippian Lime	71				
Dec-12	Production Specialty Services	Permian / Eagle Ford	127				
Jul-13	Flow Control Products	Permian / Eagle Ford	28				
Dec-13	Flangefitt Stainless	United Kingdom	24				
Jan-14	Stream	Norway	271				
May-14	MSD Engineering	Singapore & SE Asia	26				
Jun-14	HypTeck	Norway	38				
			\$ 1.46+ Billion				

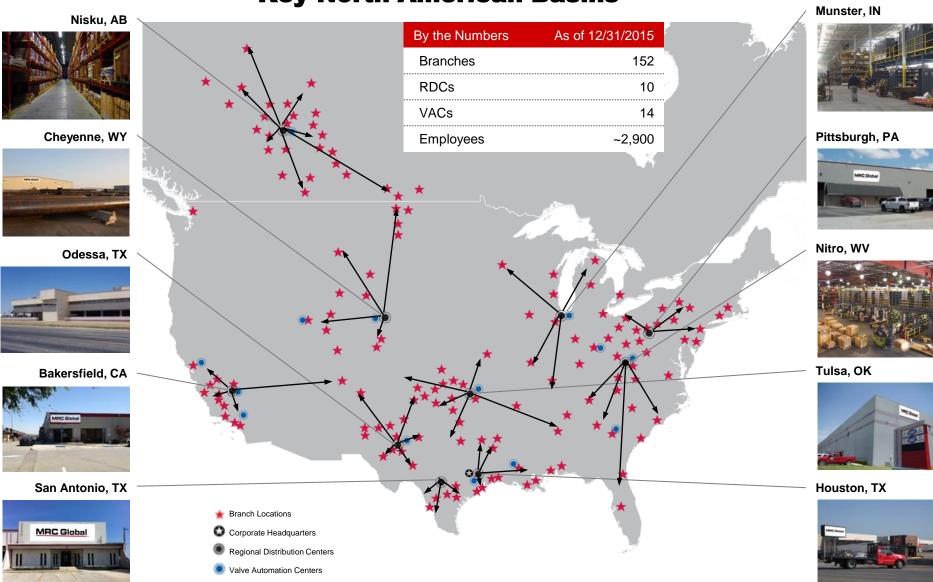
\$ 1.46+ Billion

<sup>1.</sup> Investing and Financing cash flows from 2010 to 2015. Net Financing equals the total issuance less repayment of debt and equity.

<sup>2.</sup> Reflects reported revenues for the year of acquisition or 2013 for Stream, MSD and HypTeck.

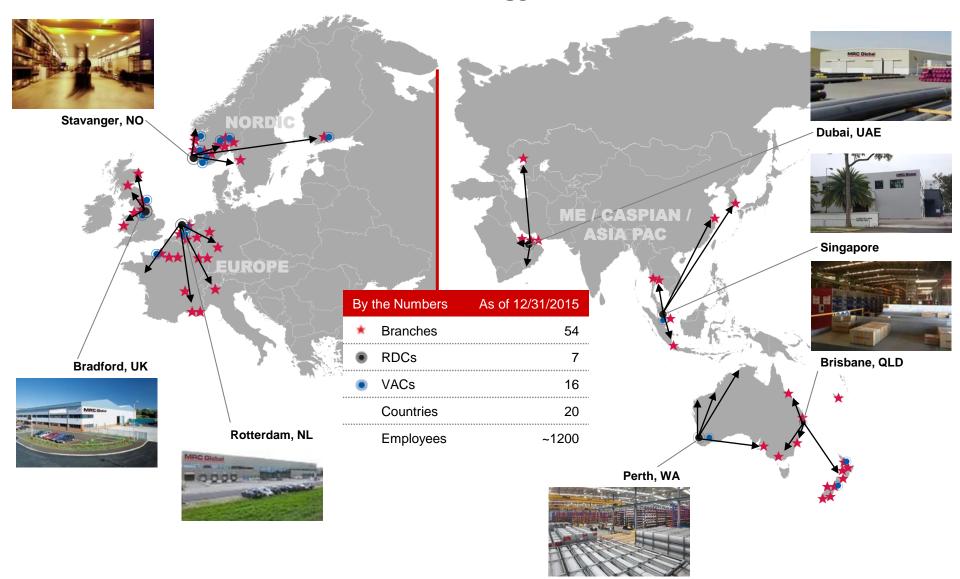


Global Footprint - Strong Leadership Position Across Key North American Basins





# Global Footprint - Strategically Located in Key International Energy Markets





### **Long Term Growth Strategy**

#### Leverage Competitive Advantages to Drive Volume and Enhance Returns

# Organic Growth

# Significant growth potential for the core business from continuing to win in the field, which will generate strong incremental margins

- Existing MRO Contract Customers Expand sales by adding scope, cross-selling products, project activity and greater integration
- New MRO Contract Customers Capitalize on MRC Global's superior offering to win additional MRO contracts from competitors
- "Next 75" Customers Drive share with targeted growth accounts through focused sales efforts and exceptional customer service
- Continue to add integrated supply service agreements

#### **Acquisitions**

#### Strategic acquisitions in attractive geographies and product lines

- · Continue to make accretive acquisitions and consolidate the sector
- Acquire businesses that add products, customers and/or geographic scope to the existing footprint

Enhanced
Profitability
and Return
on Capital

# Shifting product mix to higher margin products while driving efficiencies in overhead and working capital

- Emphasize higher margin products and continue shift toward valves, fittings and flanges
- Focus on SG&A spend to balance performance and cost efficiencies
- Optimize working capital investment
- Invest in technology systems and branch infrastructure to further strengthen customer service and operational excellence



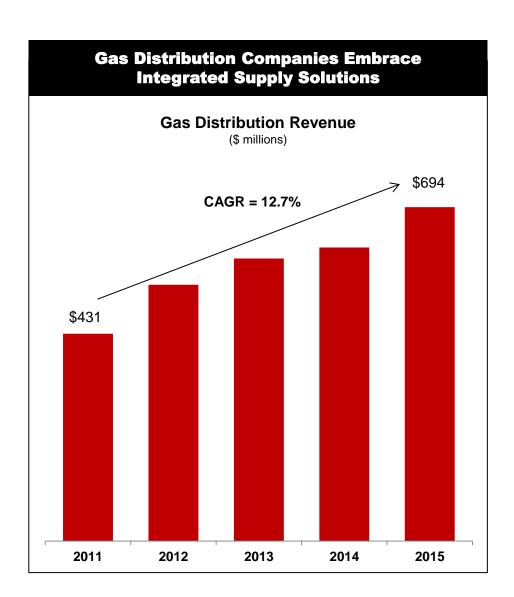
### **Customer Integration**

# MRC Global is a leader in Integrated Supply

- Over \$750 million in revenue and growing
- Includes on-site operations, systems integration, products beyond PVF, inventory management services, procurement services and logistics management
- Over 190 MRC Global personnel are currently working at customer sites
- Nearly 20 years experience

# Integrated Supply customers leverage MRC Global's core competencies for savings

- Inventory & logistics management
- Managing complex supply chains
- Technical expertise
- Supplier qualification
- Planning & procurement





### **Strengthening our Leading Position**

#### **Customer contract wins**

- Continued success in winning and retaining customers reinforces MRC Global's market leadership and positions MRC Global for a strong recovery
- Selected recent contract wins and renewals:

Customer Geography		Term	Customer	Geography	Term
Statoil	Norway	Project	SABIC	U.S., Europe & Saudi Arabia	5 Years
Marathon Oil	U.S.	5 Years	Phillips 66	U.S. & Europe	5 Years
California Resources	U.S.	3 Years	Marathon Petroleum	U.S.	3 years
TECO Energy	U.S.	5 Years	Canadian Natural Resources	Canada	3 Years

#### **Gaining market share**

Outperforming competition in a highly challenging market

#### Redirecting to higher margin product lines

Sold the OCTG business

#### **Actively managing operating costs**

Cost cutting initiatives have resulted in meaningful reductions in SG&A spend

#### Strong balance sheet

- Utilized strong cash flow generation from working capital optimization and proceeds from preferred stock issuance to delever and strengthen balance sheet
- Reduced net debt by \$974 million, a 68% reduction in 2015
- · Created financial flexibility to take advantage of opportunities

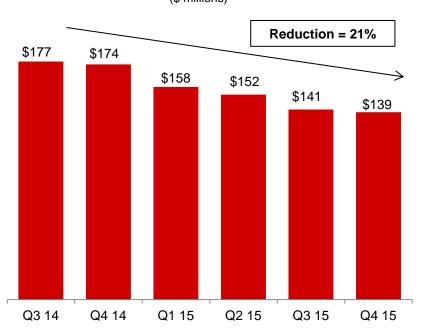


### **Focus on Optimizing Operations**

#### Sizing cost structure to fit market conditions

- Actively managing cost structure to remain profitable through the cycle
  - · Headcount reductions
  - · Hiring and wage freezes
  - Streamline organizational structure
- Experienced management team (>30 years) has managed through many cycles

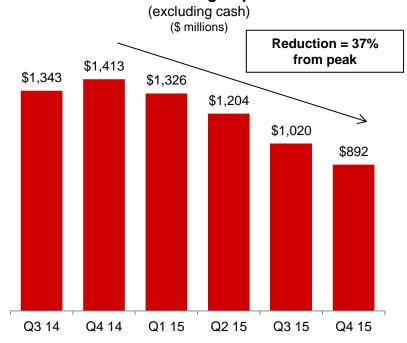
# SG&A, as adjusted<sup>1</sup> (\$ millions)



# Continuous focus on inventory and receivables to maximize return on our assets

- Managing inventory lower while maintaining service levels by repositioning between sites and leveraging the hub and spoke model
- Reduced days sales outstanding by 9 days in 2015
- Net working capital improved to 20% of sales at the end of 2015





1. Excludes severance and other non-recurring charges.



#### **Financial Model**

- Economies of Scale
- Diversified and Countercyclical Operating Cash Flow Profile
- Operating Leverage
- Low Capital Expenditure Requirements
- Strong Balance Sheet
- Disciplined Capital Allocation

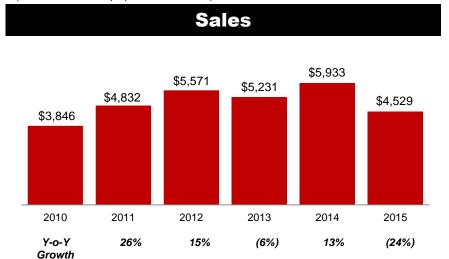


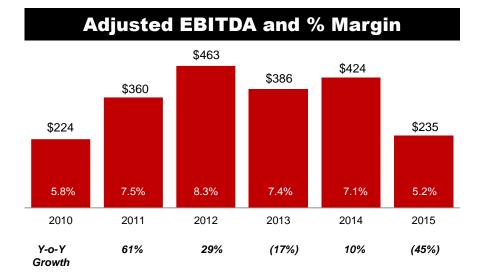




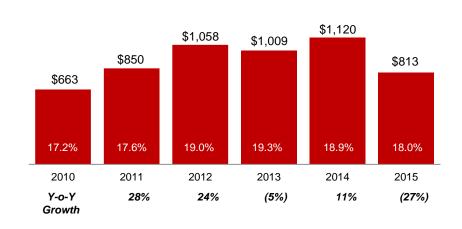
#### **Financial Metrics**

(\$ millions, except per share data)



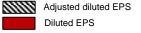






#### **Diluted EPS & Adjusted Diluted EPS**

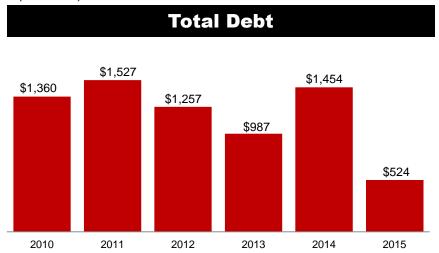






#### **Balance Sheet Metrics**

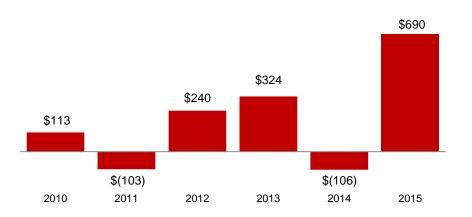
(\$ millions)



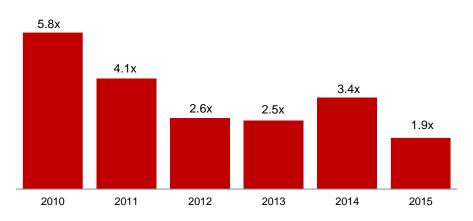
#### **Capital Structure**

	December 31, 2015
Cash and Cash Equivalents	\$ 69
Total Debt (including current portion):	
Term Loan B due 2019, net of discount	\$ 524
Global ABL Facility due 2019	-
Total Debt	\$ 524
Preferred stock	355
Common stockholders' equity	956
Total Capitalization	\$ 1,835
Liquidity	\$ 740

### **Cash Flow from Operations**



### **Net Leverage**





#### 2016 Outlook

#### **Annual**

- Revenue down 20-30% from 2015, excluding OCTG revenue of \$311M
  - Upstream 30-40%
  - Midstream 20-30%
  - Downstream 10-20%
- Negative impact on revenue from foreign currency exchange of approximately \$50 million in 2016
- Adjusted gross margin high 17% to low 18% range
- LIFO benefit \$10-\$20 million
- SG&A run-rate \$130-\$132 million per quarter
- Amortization \$12 million lower in 2016 (in International segment)
- Tax rate 43%
- Capital expenditures \$45 million

#### **Sequential**

Revenue 15-20% lower in 1Q 2016 from 4Q 2015, excluding OCTG revenue of \$62 million



## **Share Repurchase Program Summary**

- Authorized up to \$100 million share repurchase program for common stock
- Repurchased \$11.5 million at average price of \$14.12 per share in 4Q15
- Open market purchases at management's discretion
- Expires December 31, 2017
- Depending on market conditions and other factors, these repurchases may be commenced or suspended from time to time without prior notice



### **Compelling Long-Term Investment**

- Market Leader in PVF Distribution, Serving Critical Function to the Energy Industry
- Diversified Across Sectors, Regions and Customers
- Differentiated Global Platform Creates Customer Value
- Attractive Cash Flow Characteristics and Strong Balance Sheet
- Organic Growth Potential From Existing Business, Supported by Long-term Secular Growth from Growth in Global Energy Use
- Industry Consolidator, With Proven Success in Acquiring and Integrating Businesses
- World-Class Management Team with Significant Distribution and Energy Experience









# **Appendix**



### **Revenue without OCTG**

#### Year ended December 31

(\$ millions)	2015	2014	2013	2012	2011	2010
Revenue	\$4,528.6	\$5,933.2	\$5,230.8	\$5,570.8	\$4,832.4	\$3,845.5
Less: OCTG	311.1	556.4	463.7	715.1	809.2	769.1
	\$4,217.5	\$5,376.8	\$4,767.1	\$4,855.7	\$4,023.2	\$3,076.4



# **Adjusted SG&A Reconciliation**

(\$ millions)	Q4 15	Q3 15	Q2 15	Q1 15	Q4 14	Q3 14
SG&A	\$ 146.1	\$ 142.0	\$ 158.9	\$ 159.4	\$ 174.4	\$ 184.8
Severance and related charges	5.1	0.7	6.9	1.8	-	2.6
Cancellation of executive employment agreements	-	-	-	-	-	5.7
Other non-recurring charges	2.0	-	-	-	-	-
SG&A, as adjusted	\$ 139.0	\$ 141.3	\$ 152.0	\$ 157.6	\$ 174.4	\$ 176.5



## **Adjusted Diluted EPS Reconciliation**

#### **Year Ended December 31**

(\$ millions)	2015	2014	2013	2012	
Net loss attributable to common stockholders	\$ (3.38)	\$ 1.40	\$ 1.48	\$ 1.22	
Goodwill and intangible asset impairment	3.94	-	-	-	
Write off of debt issuance costs	0.02	-	-	0.01	
Severance and restructuring charges	0.11	0.06	-	-	
Litigation accrual	0.02	-	-	-	
Loss on the disposition of non-core product lines	0.03	0.08	-	-	
Cancellation of executive employment agreements	-	0.03	-	-	
Executive separation expense	-	-	0.01	-	
Insurance charge	-	-	0.01	-	
Expenses associated with refinancing	-	-	0.03	-	
Equity-based compensation acceleration	-	-	0.03	-	
Deferred tax asset adjustment	-	-	0.03	-	
Loss on the early extinguishment of debt	-	-	-	0.76	
Pension settlement	-		-	0.03	
Adjusted net income attributable to common stockholders	\$ 0.74	\$ 1.57	\$ 1.60	\$ 2.02	



# **Adjusted EBITDA Reconciliation**

#### **Year Ended December 31**

(\$ millions)	2015	2014	2013	2012	2011	2010
Net (loss) income	\$ (331.5)	\$ 144.1	\$ 152.1	\$ 118.0	\$ 29.0	\$ (51.8)
Income tax (benefit) expense	(10.8)	81.8	84.8	63.7	26.8	(23.4)
Interest expense	47.5	61.8	60.7	112.5	136.8	139.6
Depreciation and amortization	20.6	22.5	22.3	18.6	17.0	16.6
Amortization of intangibles	60.0	67.8	52.1	49.5	50.7	53.9
(Decrease) increase in LIFO reserve	(53.3)	11.9	(20.2)	(24.1)	73.7	74.6
Goodwill & intangible asset impairment	461.9	-	-	-	-	-
Change in fair value of derivative instruments	0.9	1.1	(4.7)	(2.2)	(7.0)	4.9
Equity-based compensation expense	10.6	8.9	15.5	8.5	8.4	3.7
Severance & related costs	14.5	7.5	0.8	-	1.1	3.2
Write-off of debt issuance costs	3.2	-	-	-	-	-
Litigation matter	2.9	-	-	-	-	-
Foreign currency losses (gains)	3.3	2.5	12.9	(8.0)	(0.6)	0.3
Loss on disposition of non-core product line	5.0	10.3	-	-	-	-
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	\$ 234.8	\$ 424.0	\$ 386.4	\$ 463.2	\$ 360.5	\$ 224.2



## **Adjusted Gross Profit Reconciliation**

#### Year ended December 31

(\$ millions)	2015	2014	2013	2012	2011	2010
Gross profit	\$ 786.1	\$ 1,018.1	\$ 954.8	\$ 1,013.7	\$ 708.2	\$ 518.1
Depreciation and amortization	20.6	22.5	22.3	18.6	17.0	16.6
Amortization of intangibles	60.0	67.8	52.1	49.5	50.7	53.9
Increase (decrease) in LIFO reserve	(53.3)	11.9	(20.2)	(24.1)	73.7	74.6
Adjusted Gross Profit	\$ 813.4	\$ 1,120.3	\$ 1,009.0	\$ 1,057.7	\$ 849.6	\$ 663.2