

2015 Analyst Day Presentation 14 Oct 2015

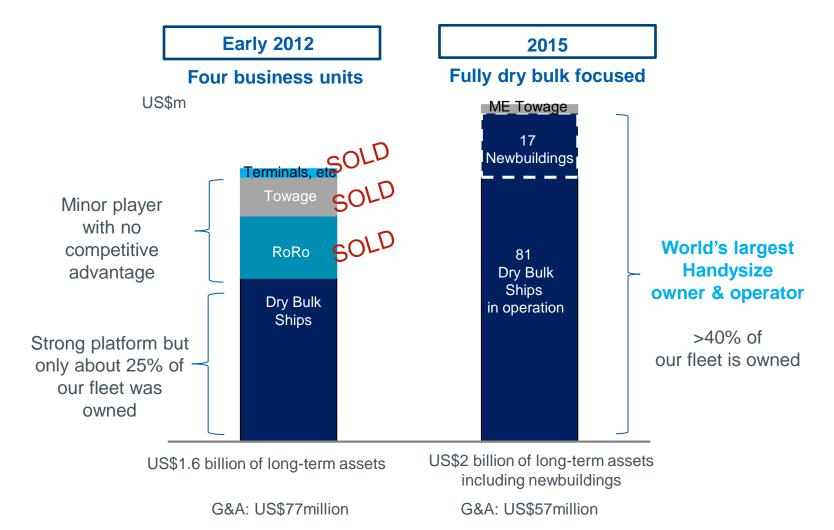




# **Strategy and Market Update**

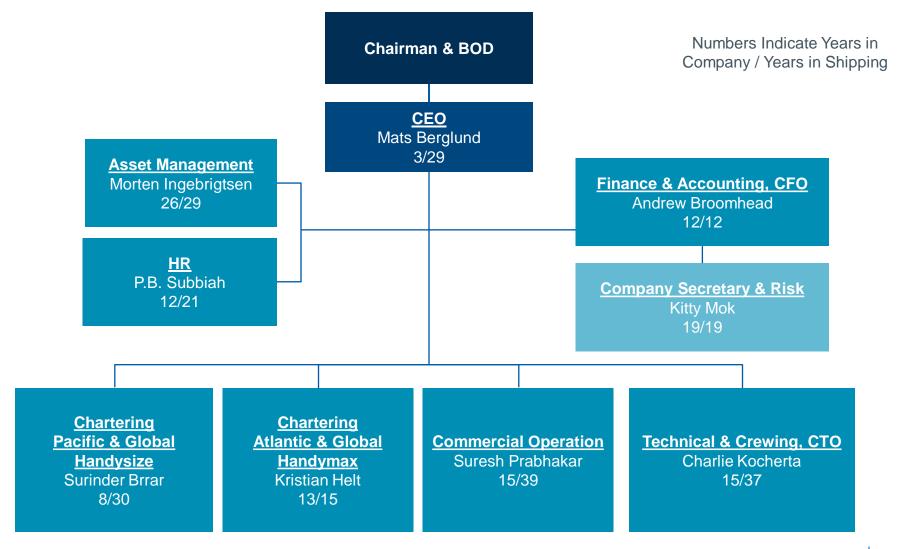


#### **Our Increased Focus on Dry Bulk**





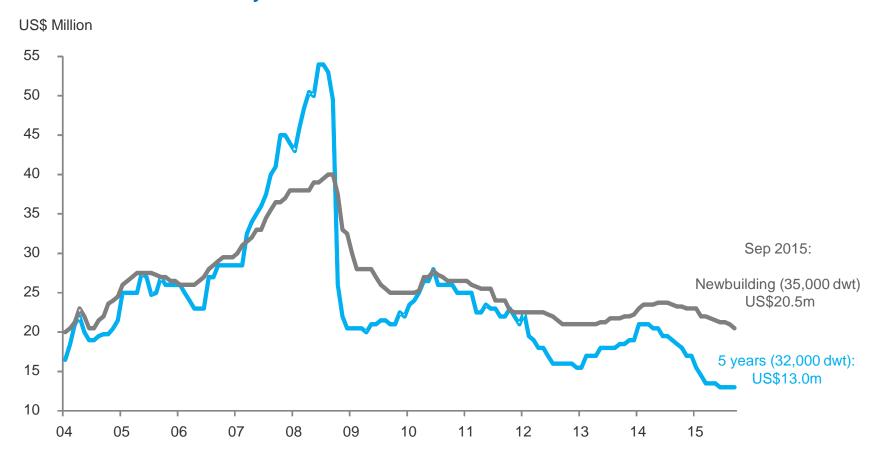
#### **Experienced Management - Team**





#### Handysize Vessel Values

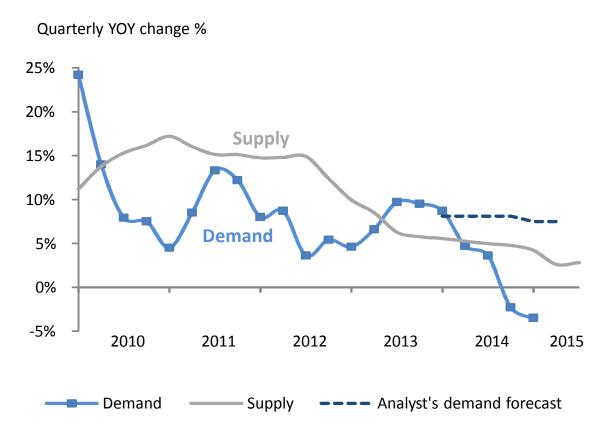
#### Handysize vessel values at historical lows



Second hand values substantially flat in recent months



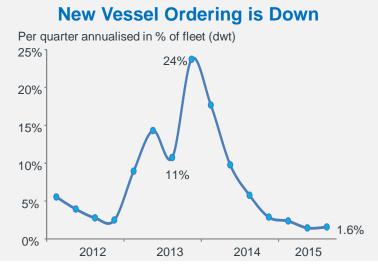
#### **Dry Bulk Supply & Demand**

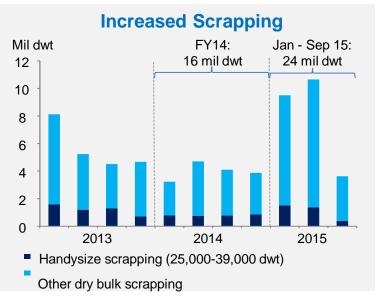


Demand disappointment due primarily to much lower Chinese coal imports



## **Dry Bulk Supply – Self Correcting Factors**

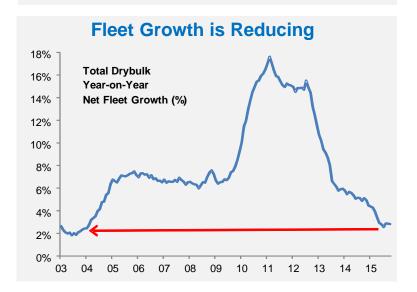




Number of
Chinese yards
delivering
Handy bulk
vessels decreased
from 54 in 2012
to 21 in 2015

Delivery Slippage

Orderbook
Cancellations &
Conversions



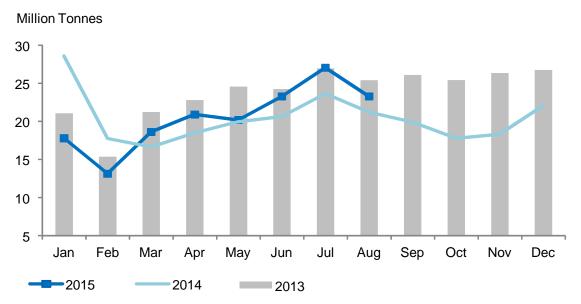
Expecting net fleet growth for 2015 of about 2.5%

Source: Clarksons Platou

2015 Analyst Day



#### **Chinese Minor Bulk Imports**



Chinese imports of 7 minor bulks including Logs, Soyabean, Fertiliser, Bauxite, Nickel, Copper Concentrates & Manganese Ore

These 7 commodities make up over one third of the cargo volumes we carry

- YTD Chinese imports of minor bulks down 2% yoy but growing since March to lend some support to demand for Handysize and Handymax ships
  - Chinese imports of Bauxite increased YOY and soybeans and cereal grains are up substantially;
  - Chinese steel exports also increased



# **Beating the Markets**



#### **Dry Bulk Market and Strategy**

#### **Dry Bulk Market**

- Uncertain market situation Oversupplied global fleet and reduced growth in dry bulk commodity demand – especially coal into China
- Scrapping, NB cancellations & postponements and very little new ordering are helping to mitigate supply growth

#### **Strategy**

- Fully focused on our world-leading Handy dry bulk business, now well structured and out of non-core
- Redelivering expiring and long-term chartered-in ships
- Relying more on owned ships, complemented by shorter-term and index-linked chartered ships
- Managing our business for a continued weak market in the medium term, focused on safeguarding our positive EBITDA generation and cash position
- Reduce costs, optimise our teams, fleet and cargo combinations





## **Cargo Mapping**





#### **Cargo System – Outperforming Market**



- Experienced staff & global office network
- Large fleet of high-quality substitutable ships
- Large portfolio of cargo contracts & relationships
   → Direct end-user interaction
- High laden percentage (<10% ballast legs)</li>
- Backhaul cargoes are the interlocking mechanism
- → Average premium last 5 years = US\$2,380/day





# A day in the life of a Chartering Manager <u>- Cargo</u>





# **Daily work**

#### **Calling**







# Collecting market information





**Calculating** 





# **Daily work**

#### **Negotiating**





#### Following up







**Team work** 



# A day in the life of a Chartering Manager – Tonnage

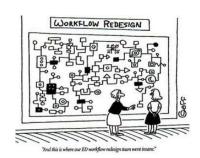




#### Time Chartering In – A Brief Introduction

#### Typical would involve the following:

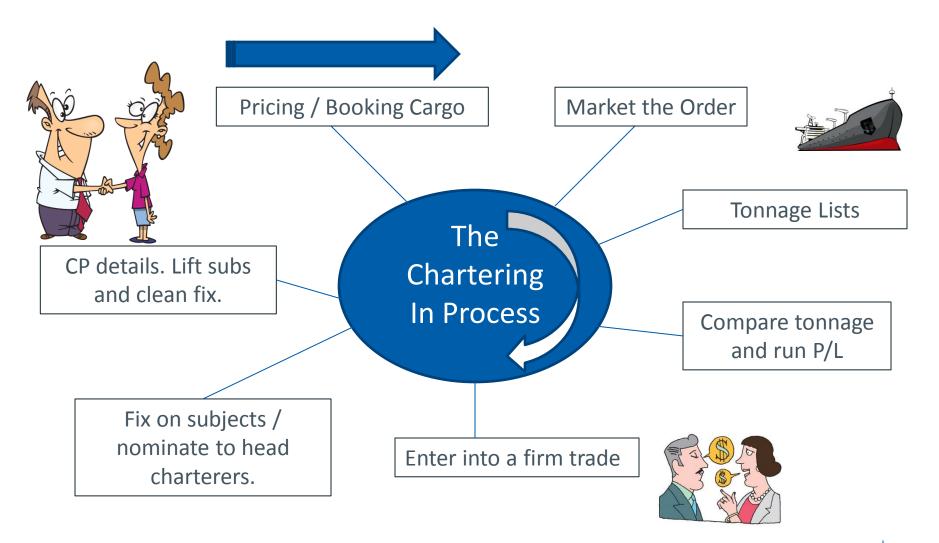
- Read overnight emails including BDI Market and fixture reports.
- Either a call with overseas offices or desk 'scrum'.



- Circulate market orders or discussion with brokers.
- Assess what comes in and market direction.
- Circulate market information to overseas offices throughout the day.
- COB send out a daily report advising market rumours, what ships are rating, fixtures and market commentary.
- Potentially concluded a fixture....afternoons into evenings is when most fixing actually takes place!!



#### **Booking Ships.....**





# Bunker Derivatives Mark-to-Market Accounting Treatment



#### Our hedging policy

- We HEDGE bunker exposure on ALL firm fixed-rate forward cargoes and Contracts of Affreightment (COAs)
- Any cargo loading >2 months from the date of fixing
- Assumptions considered based on:
  - Intended physical bunker port;
  - Ship's deviation;
  - Speed; and
  - Bunker delivery cost



#### Why hedge accounting doesn't qualify

- Accounting standards require very high correlation between the derivative and the physical commodity at execution date
  - Derivative month and voyage start/end dates do not match
  - Location of reference bunker derivative (Singapore, Rotterdam) and physical bunker lifting port do not match
- PB chooses not to use hedge accounting for those that qualify in order to:
  - Avoid confusion over qualifying / non qualifying portion
  - Reduce potential P/L impact of an expected qualify hedge turns out to not meet the hedge criteria



## What happen to physical bunker

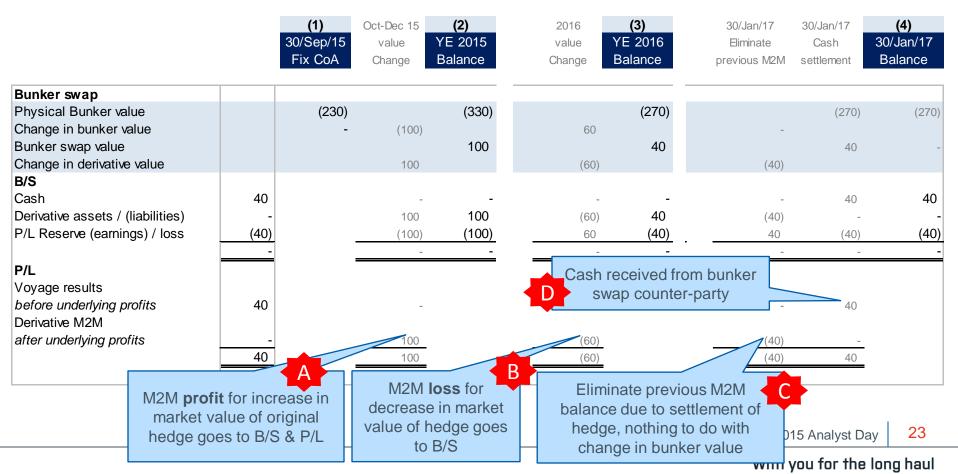
Physical Bunker Prices				
(1)	CoA fixing (30 Sep 15)	\$230		
(2) & (3)	In between (YE 15/16)	\$330/270		
(4)	CoA execution (30 Jan 17)	\$270		

		(1) 30/Sep/15 Fix CoA	Oct-Dec 15 value Change	YE 2015 Balance	2016 value Change	YE 2016 Balance	30/Jan/17 Cash settlement	(4) 30/Jan/17 Balance
Physical Bunker value Change in value		(230)	(100)	(330)	60	(270)	(270)	(270)
B/S Cash P/L Reserve (earnings) / loss	(270) 270						(270) 270	(270) 270
<b>P/L</b> Voyage results <i>before underlying profits</i>	(270) (270)						(270) (270)	



#### What happen to bunker derivative during its life

Bunker Derivative Values				
(1)	CoA fixing (30 Sep 15)	\$0		
(2) & (3)	In between (YE 15/16)	\$100/40		
(4)	CoA execution (30 Jan 17)	\$40		

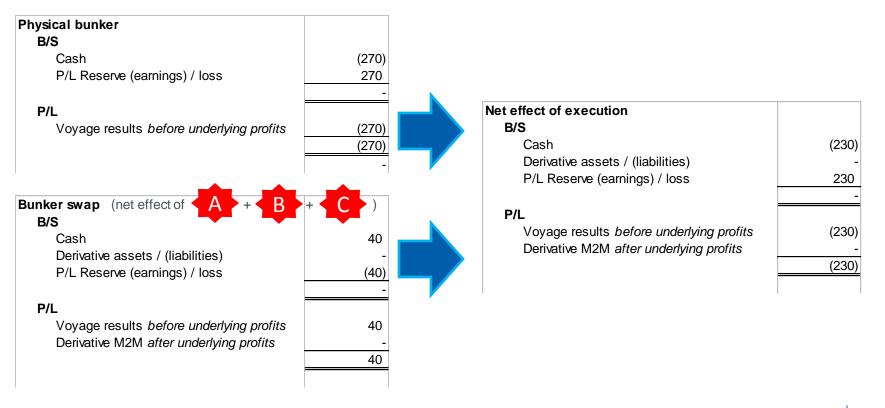




#### How our bunker hedge works - summary

At Fixing of COA	
Physical bunker price	\$230
Bunker derivative	\$0

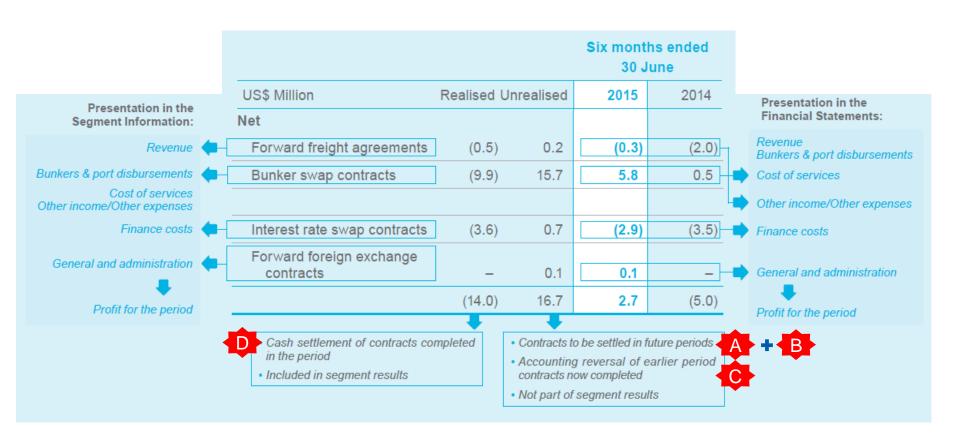
At Execution of COA	
Physical bunker price	\$270
Bunker derivative	\$(40)





#### **Summary**

2015 Interim Report: Note to Financial Statement Note 7(e)





#### **Summary**

- We HEDGE only. We do not trade.
- Hedge accounting not available for most derivatives
- M2M creates fluctuation in P/L during the derivative's life
- M2M fluctuations are non cash.
- We disclose M2M movement after Underlying Results
- Actual derivative settlements are included before Underlying Results



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  - Voluntary quarterly trading updates
  - Press releases on business activities
- **Shareholder Meetings and Hotlines** 
  - Analysts Day & IR Perception Study
  - Sell-side conferences
  - Investor/analyst calls and enquiries

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