

CAPABILITY STATEMENT

We **LIVE** Our Business

The logo features the letters 'M' and 'MARINE' in white, with a large red number '3' positioned to the right of the 'M'. Below this, the year '2024' is written in white. The background is a dark blue image of an offshore oil rig at night.

M
MARINE
2024

| INTRO MESSAGE

“Our clients value our astute commercial and operational acumen, up to date market knowledge and other synergies that we draw upon within the Group’s network of in-house technical and brokerage services. Through sharing of resources, assets and abilities, we strengthen and bolster the quality, depth and breadth of our services and provide the technical assurance, adaptability and flexibility required by our clients in the offshore marine and renewables space, over the course of a project.”



CAPT. MIKE MEADE, CMMar FNI MICS

CEO, M3 Marine Group

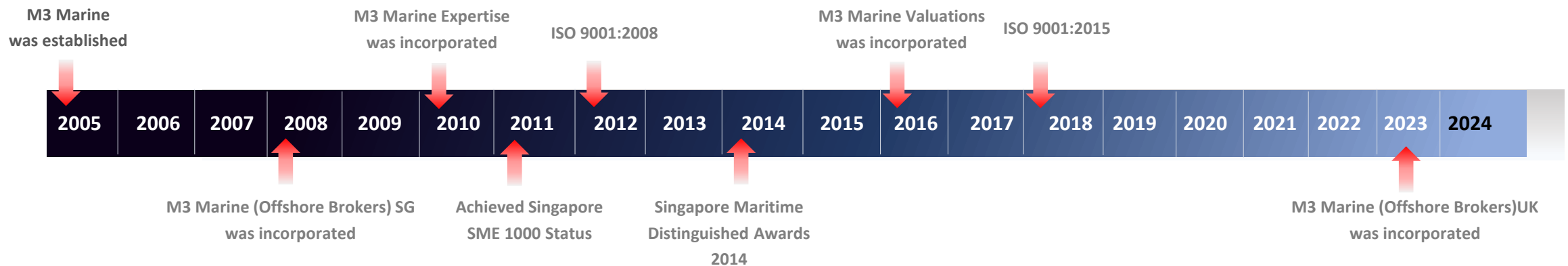
Executive Director, M3 Marine (Offshore Brokers) UK Ltd





COMPANY OVERVIEW

Established in 2005 by **Capt. Mike Meade**, we pride ourselves as one of Asia's largest independent offshore ship broking and marine consultancy groups possessing the necessary qualities and capabilities to meet the growing local and international demand for specialised offshore marine & renewables services.



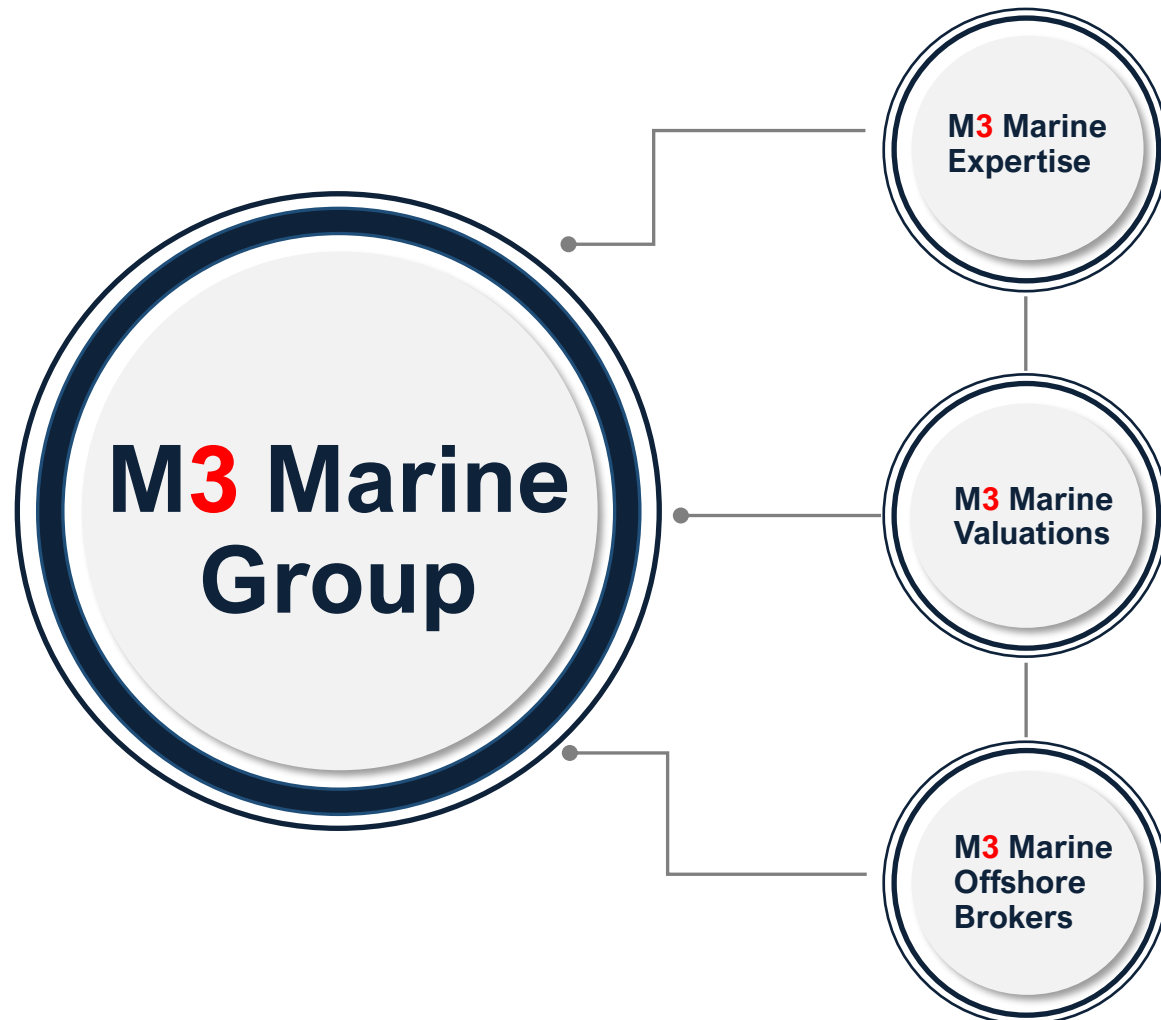
| ABOUT OUR COMPANY

Based in Singapore, **M3 Marine Group** and its subsidiaries provide a comprehensive range of offshore marine and renewables services tailored to meet the needs of the offshore marine, oil & gas and renewables industries. With decades of relevant extensive multi-faceted experience, direct access to a vast network of operators, offshore and renewable vessel owners and shipyards and backed by a wide network of Associates in Europe, Asia, the Middle East and Australasia, we are committed to meeting the growing local and international demand for specialised marine services. Our respective diverse multi-disciplined teams of dedicated experienced professionals constantly interface with the market, possessing real and valuable experience in their respective fields.

“As one of Asia’s largest independent multi-faceted offshore marine and renewables service providers, we truly believe in adding value where it matters.”



| ABOUT OUR COMPANY



M3 Marine Expertise

Provides technical & commercial / corporate consultancy services to the offshore marine and renewables business.

M3 Marine Valuations

Provides vessels & equipment valuation services in the offshore marine, renewables and O&G sector.

M3 Marine Offshore Brokers

Singapore and UK

Provides offshore ship broking services (time & bareboat charters, sales & purchase, new building) to the offshore marine and renewables business.

| ABOUT OUR COMPANY



M3 Marine Corporate Video



| TEAM OF DIRECTORS (SG)



CAPT. MIKE MEADE
CMMar FNI MICS
Group CEO



MARK COLBRIDGE
BEng (Hons), MBA
Executive Director



SOPHIA LOW
FICS
Director & Lead Broker



JOEY FISHER
IEng IMarEng MIMarEST, AVI
Managing Director



ALEX BRABIN
CEng CMarEng MIMarEST, AVI
Projects Director

“As a Group, we focus on employing top quality professionals with high levels of operational experience together with a clear understanding of the standards required by end users. We have built a solid reputation and are known for providing prompt, quality and ‘added value’ service which has led to our success so far.”

Capt. Mike Meade, CMMar FNI MICS
Founder & CEO

| TEAM OF DIRECTORS (UK)



CAPT. MIKE MEADE
CMMar FNI MICS
Executive Director



ROBERT DAY
BS, Biological & Biomedical Sciences
Managing Director



CHARLIE LONG
BS (Hons), Maritime Studies
Director



MILI VERMA
BSc (Hons) MSc MICS
Director

“As a Group, we focus on employing top quality professionals with high levels of operational experience together with a clear understanding of the standards required by end users. We have built a solid reputation and are known for providing prompt, quality and ‘added value’ service which has led to our success so far.”

Capt. Mike Meade, CMMar FNI MICS
Executive Director,
M3 Marine (Offshore Brokers) UK Ltd

PROFESSIONAL AFFILIATIONS



PRESENCE IN INTERNATIONAL PUBLICATIONS



CORPORATE SOCIAL RESPONSIBILITY

At M3, we embrace the importance of Corporate Social Responsibility and strongly believe in continuously finding new means to give back to communities. We constantly participate in various charities and help groups to support the less fortunate and needy.

- Taal Volcano Eruption Relief Operations 2020
- OSV@ Vivo 2016
- Sailors Society Asian Challenge 2013 & 2015
- Nepal Earthquake Appeal 2015
- Sense Charity Golf 2014
- Batam International Charity (BIC) Golf Tournament
- SSA YEG Community Outreach
- Munda Biddi Charity Ride
- Visit to Lee Ah Mooi Old Age Home
- Cebu Bantayan Island Relief 2013
- Sailors Society - Typhoon Haiyan Emergency Appeal 2013
- Vanda Boxing for Children's Surgical Centre



COLLABORATIONS

In January 2014, M3 collaborated with Microsoft to put together a range of information showcasing the impact Office 365 has on the company.

Shot over 2 days in our offices and at ASL Marine's shipyard in Singapore, we produced a video that showed how Office 365 programs are an integral part of the way we work and function as an Offshore Brokerage and Technical Marine Consultancy.

Over the course of a month, we also put together a Blog Post which focuses on why Mike chose to run the company on Office 365 and what he liked about it.

Finally, a more in-depth Case Study was written elaborating on the Office 365's Business Tools that we rely heavily on and how we use it as a business platform for growth.



M3 Marine Office365 Video

M3 Marine Offshore Brokers

The background of the slide is a dark, blue-tinted photograph of an offshore oil rig. The rig is a complex structure of metal scaffolding and platforms, with a tall derrick on the right side. In the lower-left foreground, the silhouette of a support vessel is visible. The overall scene is set against a hazy, overcast sky and a calm sea.



M3 MARINE OFFSHORE BROKERS

M3 Marine (Offshore Brokers) SG is one of Asia's largest independent offshore ship brokerage houses, incorporated in 2008 and a subsidiary company of the M3 Marine Group, situated in the 'hub' of marine activity in Singapore. In November 2023,

M3 Marine (Offshore Brokers) UK was established and will offer brokerage services for newbuilding, sale & purchase and chartering on a fully global basis out of its new London base.

- sourcing a comprehensive spread of offshore and renewables support vessels to meet your chartering and /or purchasing requirements
- facilitating and 'adding value' to your prospective transactions
- providing assistance in contract drafting translating into both time and cost savings

- 'staying with you' throughout the duration of the charter / sale / purchase / newbuilding process and maintain our commitment to facilitating the relationship between the parties and our client's objectives
- using BIMCO's SMARTCON, a cloud-based charter party editing system, which protects the underlying text of edited documents so that both parties will always know exactly what amendments have been made to the standard wording;
- playing a proactive role in ensuring 'FAIR' (IMCA) contracting principles are adhered to
- having direct access to a vast network of offshore vessel owners, operators, financial institutions, shipyards, keen buyers and sellers
- offering realistic rate guidance
- having an excellent track record of satisfied clients and, as such, benefitting from a loyal customer base

OFFSHORE BROKERS TEAM (SG)



MARK COLBRIDGE
Executive Director

Mark Colbridge (BEng, MBA) is a seasoned offshore expert with over 20 years of experience in the Subsea sector having held engineering and management positions within Offshore Contractors to Operators such as TSMarine, DOF Subsea, Swire Seabed and Oilexco.

He joined M3Marine as Executive Director heading up the brokerage division and will also work with various business entities within M3 to market and promote the Groups range of services.



SOPHIA LOW
Director & Lead Broker

Sophia Low (BEng), FICS graduated from Nanyang Technological University in 2006 with a Bachelor in Materials Engineering. Being a dedicated and energetic individual, she first joined the oil & gas industry as a drilling engineer. Sophia has worked on offshore jack-ups to provide technical support to the drilling team, offshore based as a well design engineer. She joined M3 Marine as an offshore shipbroker armed with an in-depth knowledge of the upstream industry and understands the demands of the drilling fraternity. Her skills compliment the team dynamic for M3 Marine and she is determined to provide value-added ship broking services to M3 Marine client's.

| OFFSHORE BROKERS TEAM (SG & UK)



MILI VERMA
Director

Mili Verma BSc(Hons), MSc MICS joined M3 Marine as a broker with a focus on sale and purchase transactions. She has a number of years of experience in commercial marine roles, covering various markets and vessel segments and within the offshore oil and gas industry. Mili previously worked with the MEO Group, Jaya Holdings (now MMA) and Marine Online - part of Brightoil Group. What makes Mili stand out as a well-rounded commercial person is her desire to learn, her ability to proactively network and her driven approach towards providing the best services.

Mili holds a master's degree (Distinction) in Shipping, Trade and Finance from Cass Business School, City University London, and is a member of Institute of Chartered Shipbrokers.

OFFSHORE BROKERS TEAM (UK)



ROBERT DAY
Managing Director

Robert Day (BSc), is Managing Director and Offshore Broker for M3 Marine (Offshore Brokers) UK Ltd (M3OBUK) and is focused on sale and purchase, chartering and newbuilding for all offshore vessel types.

Robert brings with him almost a decade of experience, having previously held the role of Associate Director and Head of Offshore at VesselsValue where he ran the offshore desk specialising in valuations, broking, market analysis and business development.

Roberts impressive breadth of knowledge and experience set him apart from many other brokers within the market and provide significant value to M3 Marine customers.



CHARLIE LONG
Director

Charlie Long (BSc), is an experienced Offshore Shipbroker and Market Analyst (Offshore Marine Asset Valuations) acting as a Director & Offshore Shipbroker for M3 Marine (Offshore Broker) UK Ltd.

Charlie's range of duties for M3 Marine (Offshore Brokers) UK Ltd encompass vessel Newbuilding, Sale and Purchase, Demolition and Chartering.

Throughout Charlie's career, he has diligently served as a broker for numerous clients, facilitating a substantial number of transactions, for Offshore Support and Construction vessels.

M3 MARINE OFFSHORE BROKERS

M3 Marine Offshore Brokers (M3OB) possess the commercial and technical knowledge and attributes to offer our valued Clients a spread of brokerage services for Newbuilding, Sales & Purchase and Chartering.

Our brokers are constantly interfacing with the market and gathering invaluable 'market intelligence' in this process. Our data are live, updated daily to bring across firsthand information to our clients and potential clients

Chartering (Time & Bareboat)

Types of vessels:

- AHT / AHTS / PSV
- DSV / ROVSV
- WTIV / SOV / CTV
- Barges
- Crew Boats / Fast Supply Boats
- Tugs (Harbour & Ocean going)
- Compact Semi Submersible
- Construction Support Vessels
- Landing craft (LCT)
- Safety Standby Vessels
- Heavy Lift Vessels
- Jackup Barges / Liftboats
- Survey / Utility Vessels
- Workboats / Workbarges

Newbuilding

M3OB is actively involved in the entire **newbuilding process** – from the conceptualization of the vessel through to its delivery

This process includes:

- vessel design
- vessel specification
- pre-qualification of shipyard
- bidding
- shipyard selection
- contract negotiation
- commercial closing
- vessel delivery

Sale & Purchase

M3OB forges strong business relations with offshore & renewable vessel owners, financial institutions & numerous shipyards, thus we are always in the 'loop' of keen buyers & sellers

We are well-versed with the **market conditions** and **dynamics** of the S&P sector to match the right vessel to suit the job for the buyer without compromising the quality of the vessel being brokered



**M3 Marine
Offshore
Brokers**

**PROJECT
ILLUSTRATIONS**

| M3 MARINE OFFSHORE BROKERS

The following projects have been selected of illustrating M3 Marine Offshore Brokers (M3OB)'s track record and commitments towards offering our valued Clients a spread of brokerage services for Newbuilding, Sales & Purchase and Chartering:

Time Charter

Jack Up Accommodation Rig – BURJ

Job	To provide accommodation & construction support at Bayu Undan Facility in the Timor Sea
Duration	Term Charter
Charterer	ConocoPhillips Australia
Owner	Millennium Offshore Services FZE

Bareboat Charter

Submersible Deck Cargo Barge – AMT Crusader

Job	Charter of 1 x Submersible Deck Barge
Duration	5 years charter
Charterers	Bibby Maritime
End Client	Chevron Australia – Gorgon
Owner	Augustea Marine Transportation

New Building

Subsea Operations Vessel – Windermere

Job	Brokerage on Newbuild SOV DP2
Client	Drydocks World Singapore
Owner	Hallin Marine

Sale & Purchase

AHTS – Jaya Affinity, Jaya Archer, Jaya Arctic & Jaya Armour

Job	Brokered 4 x 5150BHP Newbuild AHTS
Client	Jaya Shipbuilding
End User	Tidewater
Design	KCM Design



ILLUSTRATION 01

Project	Bayu Undan Offshore Facility
Vessel	Burj Jack Up Accommodations Rig 250 Pax
Charterer	ConocoPhillips Australia
Owners	Millennium Offshore Services / SeaFox Group
Period	2012 - 2014
Area	250km southwest of Suai in Timor-Leste and 500 km northwest of the Northern Territory in Australia

Project Overview:

We brokered the rig 'Burj' to ConocoPhillips as an Accommodation Support Vessel (ASV) to support various logistical, materials handling and accommodation services required in Bayu Undan Offshore Facility in East Timor.



ILLUSTRATION 02

Project PTSC Lamson FPSO Mooring Installation

Charterer	DOF Subsea
End User	Lamson JOC
Time	2013 -2014
Area	Offshore Vung Tau, Vietnam

Vessel Name Specifications

Miclyn 3319; Magellan 2	Barge (100m, 15T/m ²); 8,200BHP, 112.5TBP, FiFi 1
Go Capella; GO Hawk	10,872BHP, 142TBP, DP2; 6,000BHP, 78TBP, DP1

Project Overview:

Phase 1 - Q3 2013: Installation and pre-tensioning of 9 x 1.83m diameter 30m long Anchor pile c/w 500m-750m of 117m/130mm R3 studless mooring chain pre-tense load of 150Te)

Phase 2 - Q2 2014: Tow out and hook up of FPSO PTSC Lamson including installation; Installation of two Mid Water Arches and gravity base, 5 flexible risers, 2 umbilicals and associated saturation diver tie-ins, leak testing and pre-commissioning



Magellan 2



Go Capella

ILLUSTRATION 03

Project:	IKDAM FPSO Phase 1 and 2
Charterer	DOF Subsea/ Lundin
Period	2014- 2015
Area	Bertam Field, Malaysia
Project	IKDAM FPSO Phase 1 and 2

Vessel Name	Specifications
Lanpan 23	3,800BHP, 52TBP, FiFi 1/2
Miclyn 3317	Flat Top Deck Cargo Barge (100m, 15T/m2)
Kim Heng 280; Kim Heng 3203; Kim Heng 1300;	Barge (85m, 15T/m2); Tug (32m, 3,200BHP); Tug (23m, 1,300BHP)
Smit Lynx; Smit Andaman	Harbor Tug (60TBP); Barge (91m, 12T/m2)
Archon Tide; Boyd Tide	8,200BHP, 100TBP, DP2; 8,200BHP, 100TBP, DP2
POSH Persistence	12,240BHP, 150TBP, DP2
Pacific Vixen	8,810BHP, 120TBP, ABS1

Project Overview:

We assisted **DOF Subsea** in both Phase 1 and 2 of the project. This includes equipment transportation with tugs and barge around Singapore, Batam, Bintan, Johor. In the later phase, we brokered **4 x AHTS** for the FPSO tow out from the shipyard in Singapore to Bertam Field, Malaysia. Vessels were used for the tow, heading control, escort duties.



Lanpan 23



POSH Persistence

ILLUSTRATION 04

Vessel Topaz Energy (ex-Britoil Energy)
Topaz Endurance (ex-Britoil Power)

Specification PX 121 H - 83.4 M LOA, 4,070 T DWT
Platform Supply Vessel

Charterer Topaz Energy & Marine

Period 2 years firm + 3 x 1 year extension options

Area West Africa



Project Overview:

M3 brokered a 2 + 2 year bareboat charter to Topaz Energy & Marine for two of **Ulstein's PX121 H** design platform supply vessel.

The Indonesian built **Topaz Energy & Topaz Endurance** will be working on various fields off Nigeria, West Africa commencing in Q1 2018.

In addition, our team from M3 Marine Remote Inspection undertook the aerial photography and videography of the vessels off Batam and Singapore waters.



ILLUSTRATION 05

Project MADURA FPSO Phase 1 and 2

Charterer	Boskalis
Period	2016 – 2017
Area	Madura Strait East Java

Vessel Name Specifications

Falcon Force	AWB (200T Crane, 424 Pax)
MP Prevail	AHTS 9,000 BHP, 120 TBP, DP2
MP Premier	AHTS 8,080 BHP, 110 TBP, DP2
Winposh 3301 Era Merah Putih	Flat Top Barge (330ft, 20T/m ²) AHTS 5,150 BHP, 67 TBP, FiFi 1
LSM Servewell	Crew boat (25Pax)
Elang Biru 507 Seacove Noble	AWB (100T Crane, 248Pax) AHT 3,500 BHP, 42 TBP, FiFi ½
Far Sabre	AHTS 15,953 BHP, 187 TBP, DP2
Mermaid Nusantara	Subsea Support Vessel, DP2

Project Overview:

We assisted Boskalis in both Phase 1 and 2 of the Madura project. This included mooring and chain installation with crane barges and towing tugs. In the second phase, various vessels were used including a DP2 DSV to facilitate the towing of FPSO, escort duties, heading control and riser installation.



FPSO Karapan Armada Sterling III



MP Prevail

ILLUSTRATION 06

Project SOUTHERN STAR (Owner Tasik Toba Subsea AS)
105m, ABS Class, DP3 SOV

Charterer Shelf Subsea / Bintang Subsea
 End client Various Tier 1 EPIC firms, IOCs & NOCs
 Owner Tasik Subsea
 Time March 2019 – Ongoing
 Area Southeast Asia

Vessel Name Specifications

Southern Star Offshore Support Vessel (LOA 112m);
DP3, 1000m², 4,500T DWT



Project Overview:

Southern Star, built for Tasik Subsea by Fujian Mawei Shipyard in China.

In addition to broking our M3 Expertise team were involved extensively in the design and technical aspects of the vessel including DP FMECA and FMECA of the Diving systems and Main Crane.

The vessel was delivered in June 2017.

The vessel has supported projects for the below clients:



ILLUSTRATION 07

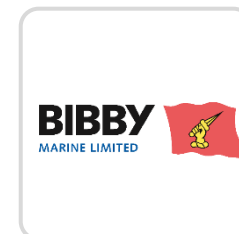
Project	Accommodation Barges
Charterer	The Maritime and Port Authority of Singapore (MPA)
Time	April 2020 – March 2021
Area	Tanjong Pagar Container Terminal, Singapore

Vessel Name	Specifications
Bibby Progress	Accommodation Barge (LOA 91m); 310 Berths
Bibby Renaissance	Accommodation Barge (LOA 95m); 664 Berths

Project Overview:

M3 sourced two Accommodation Barges from Bibby Maritime Limited for Maritime Port Authority of Singapore (MPA). This was as a part of the national effort to contain the spread of the COVID-19 pandemic. The barges provided floating accommodation to healthy foreign workers otherwise staying in dormitories.

In addition to providing chartering services, M3 was involved in the towage of the barges to the terminal, working with the ship management company and other vendors to ensure successful implementation of this bespoke project.



Foreign workers waving from top deck of Bibby Progress



Bibby Progress



Bibby Renaissance

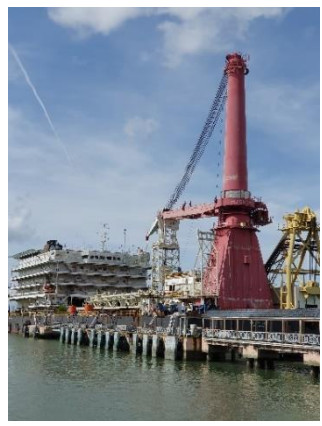
ILLUSTRATION 08

Project Bank Sale of Enterprise 3

Seller	Major Singapore Bank and EMAS Perisai Sdn Bhd
Time	2018- 2019

Vessel Name Specifications

Enterprise 3	Derrick Lay Barge capable of laying 6" to 36" OD pipes, equipped with 300 men accommodations and 800T crane.
Rubicone	MOPU has a daily production capacity of 165MMscfd of gas, 5262 BPD of oil and 2044 BPD of water.



Project Overview:

M3 Marine was approached by a major Singapore bank to assist in distress asset sales of Derrick Lay Barge “Enterprise 3” and MOPU “Rubicone”. As a value-added service, we produced a marketing strategy, sent regular updates to the Bank and Owners, and had undertaken numerous inspection of the Vessels.

The “Enterprise 3” was eventually sold to a Chinese company and it is currently working offshore China.

The “Rubicone” was eventually sold to an Indonesian scrap buyer.



MOPU ‘Rubicone’



Derrick Lay Barge “Enterprise 3”

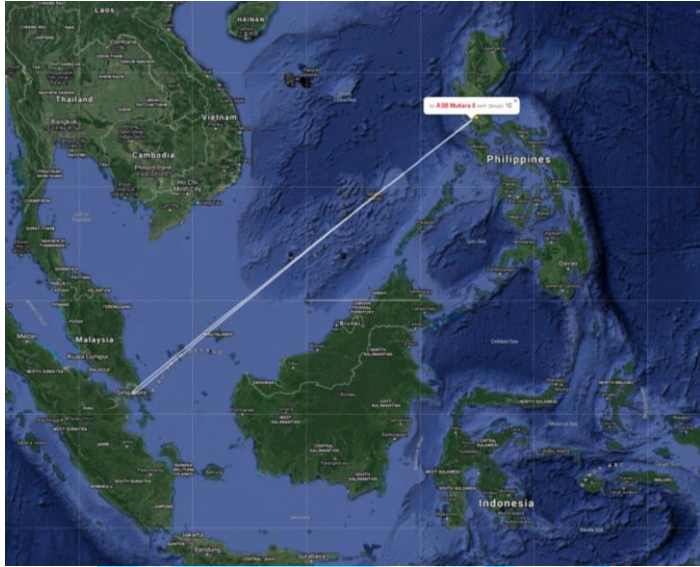
ILLUSTRATION 09



Project Overview:

The Pasay Reclamation Development Project in Manila Bay is a new and modern commercial and residential property development. The project involves the reclamation of approximately 360 hectares through the construction of three artificial island according to international standards to ensure a safe living environment.

M3 Marine was approached by Jan De Nul to source for a Tug to assist in a dredging of the “Harbour City Reclamation” project in Manila Bay, Philippines. The Tug was will be required to do multiple towages between Batam and Manila. The work includes towage of 240m Dunlops, towage of Barge filled with project equipment and towage of the a dredger.



Project	Pasay Reclamation Development
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Charterer	Jan De Nul
Time	Sept 2021- Nov 2021
Area	Batam to Manila Bay

Vessel Name	Specifications
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ASB Mutiara 8	3200BHP, 40T BP, Anchor Handling Tug.
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M3 Marine Expertise



M3 MARINE EXPERTISE

M3 Marine Expertise (M3ME), a subsidiary of M3 Marine Group, was incorporated in early 2010 to focus on providing first class technical, marine and commercial / corporate consultancy services to meet the needs of the Offshore Marine, Oil and Gas & Offshore Renewables industries.

We are a young and dynamic company with an excellent track record of delivering high quality technical and commercial analysis, assessments and reports and have earned ourselves a growing pool of satisfied and repeat customers.

We are supported by a team of dedicated in-house projects engineers, led by our esteemed Managing Director, Joey Fisher, and further backed by a network of associates, contacts and a pool of mariners, chief engineers, offshore engineers and industry professionals.

| EXPERTISE TEAM



JOEY FISHER
Managing Director

Joey Fisher (IEng IMarEng MIMarEST, First Class Chief Engineer, Shell Appointed Dynamic Positioning Subject Matter Expert (DP SME) Operational & Technical, IMCA DP Trials & Assurance Practitioner and IMCA Accredited Inspector, awarded DP Committee's Distinguished Achievement Award 2022, MTS' Co-Chairs of the Guidance and Standards Sub Committee), has nearly 26 years offshore marine engineering experience and is an accomplished surveyor, superintendent and project manager for offshore ship building and major repairs. Joey's particular expertise lies in high-end Dynamically Positioned Offshore Support Vessels including Subsea Construction Vessels and Diving Support Vessels. He is also highly qualified to provide DP-related consultancy; advise on the integration of vessel machinery, equipment and specialist subsea systems such as built in Saturation Diving Systems and as an author and auditor of FMEA's. Joey has the breadth and depth of experience to ensure consistent and quality driven deliverables and exacting standards.

Joey Fisher leads the projects and is supported by M3ME's team of Project Engineers as appropriate.



ALEX BRABIN
Projects Director

Alex Brabin (CEng CMarEng MIMarEST, First Class Chief Engineer, IMCA DP Trials & Assurance Practitioner, IMCA Accredited Inspector and IMCA Accredited Diving Inspector – Surface & Saturation Systems) has extensive experience as a superintendent and project manager for offshore ship building, conversion and major repairs of a variety of Offshore Support Vessels with extensive experience in managing and controlling the budgets of such projects. Alex also provides high quality consultancy in the areas of Dynamic Positioning Systems, Saturation Diving Systems and vessel propulsion, piping and electrical wiring systems.

EXPERTISE TEAM



SERAFIN JARVIÑA
Senior Projects Engineer

Serafin Jarvina (BSc Electrical Engineering, IMCA Accredited DP Trials & Assurance Practitioner, and IMCA eCMID Accredited Vessel Inspector (AVI)), has more than 15 years of experience in the Offshore and Marine industry. A highly experienced Project Engineer in conducting DP FMEAs, DP FMEA Proving Trials, Annual DP Trials and other offshore vessel surveys / audits.

Serafin has also carried out DP acceptance trials for DP Shuttle Tankers with Bow Loading Systems (BLS) for oil majors and vessel owners. Prior to his DP career, he handled and managed new building projects involving DP Offshore Support Vessels ranging from ROV support, Diving Support, AHTS and Multi-Purpose Support Vessels (MPSV). Being passionate about Renewable Energy (RE), Serafin is up to date with the latest RE developments in the Philippine energy sector and is also knowledgeable in regulatory compliance



BRIAN CHEN
Senior Projects Engineer

Brian Chen (B. Eng. in Naval Architecture and Marine Engineering), Senior Projects Engineer of M3 Marine Expertise has extensive experience in Marine Warranty Surveyor and Loss of Hire (LOH) Surveys. He is also an accomplished Project Engineer in conducting DP FMEAs, DP FMEA Proving Trials, Annual DP Trials, and other offshore vessel surveys / audits. He has handled and managed new building projects (DNV Class) from engineering, budget, procurement through to production phases.

EXPERTISE TEAM



STEVE WONG
Technical Assistant

Steve Wong (BEng Marine Engineering, Honours with Distinction) graduated from Singapore Institute of Technology in 2023 and holds a Diploma in Marine Engineering from Singapore Polytechnic. He attained Marine System Specialist title while serving in Republic of Singapore Navy.

He joined M3 Marine as a Technical Assistant to help with the day-to-day technical operations of the business by offering engineering and project management support. He is eager to contribute to the company's growth while also honing his technical marine engineering skills.



ABHISHEK SHANMUGAMOORTHY
Technical Assistant

Abhishek Shanmugamoorthy (BEng Naval Architecture & Offshore Engineering) graduated from AMET University in 2023.

He joined M3 Marine as a Technical Assistant to help with the day-to-day technical operations of the business by offering engineering and project management support. He is highly motivated and his goals are to learn from the Experts and utilize his knowledge to pursue career growth in maritime consultancy.

| EXPERTISE TEAM



GEEN PANGANIBAN
Commercial Manager

Geen Panganiban, BSc (Eng) is a Civil Engineering graduate and has extensive experience in dealing with the company's clients on their commercial requirements. Prior to joining M3 Marine, she was engaged in Project Management with various Architectural and Civil Engineering firms. These exposed her to different types of planning, managing and project documentation. She is now handling the Commercial Manager role for M3 Marine Expertise, the organisation's business and compliance requirements along with the HSE and Quality Management.



GOH SWEE CHENG
Commercial Executive

Goh Swee Cheng, holds a Diploma in Mass Communications. Prior to joining M3, Swee worked in the broadcast industry where she developed content solutions and managed campaigns from Asia and MENA regions. At M3 Marine Expertise, she will support the Commercial team, and undertake a range of functions to ensure activities within the organization run efficiently. She is a keen learner and passionate about delivering quality client experience.

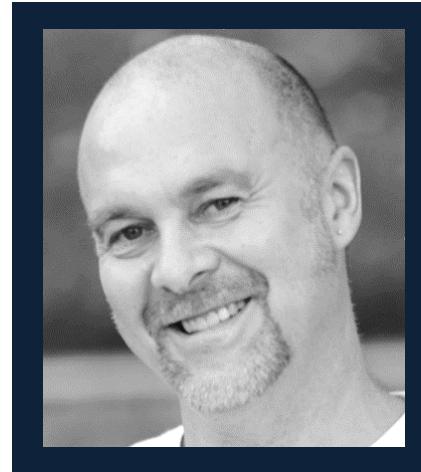
| EXPERTISE TEAM



CAPT. JOHN CARROLL
European Representative

Capt. John Carroll (MNI, BSc) is based in the UK and brings another dimension to M3 Marine. He was a Master in the offshore industry onboard AHTS and Salvage vessels. Since leaving the sea he has over twenty years experience in marine consulting and the marine insurance industry. His latest role, prior to working with M3, was as a marine loss control engineer/risk manager for a US international insurance company based in their London City office.

John is capable of assisting in salvage, wreck removal, condition surveys, risk assessment, risk management for project cargoes, marine representation and marine warranty surveys. He has the ability to be embedded within a client's/main contractors office and offer value-added marine consultancy services to assist in the completion of marine projects.



PHIL ROBINSON
Cable Claims Consultant

Phil Robinson, an experienced Electronics Engineer and Ships Diver from the British Royal Navy. Phil has over 38 years of experience in the Offshore Oil & Gas business, initially as a Commercial Air & Sat Diver/Supervisor he moved through to manage large offshore projects and also into the use of specialised ROVs to bury cables, for over fifteen years for many cable installation companies. He has since managed difficult cable installations and solved burial problems with cables for the likes of Global Marine, Alcatel Submarine Systems and Level 3 Cables.

He has worked for several years now with many P&I Clubs in limiting their exposure to claims where a vessel's anchor has allegedly broken a cable and the Club has been claimed against.

| M3 MARINE EXPERTISE

M3 Marine Expertise (M3ME) possesses the marine technical capabilities and competencies to offer our valued Clients a spread of high quality technical Offshore Marine, Oil and Gas and Renewables related services.

Dynamic Positioning & FMEA Consultancy

Dynamic Positioning Vessels (Class 1, 2, and 3)

- DP Vessel Concept Design
- DP FMEA / FMECA and Proving / Verification Trials
- DP FMEA Assurance (OCIMF Framework)
- Annual DP Trials
- DP Assurance
- CAM, ASOG and Gap Analysis
- DP Operations Manuals

Offshore Crane FMEA / FMECA

Bilge / Ballast Systems (Heavy Lift) FMEA / FMECA
Spread Mooring System FMEA / FMECA

*** In-house IMCA Accredited DP Trials & Assurance Practitioners**

Audits & Inspections

Vessel Audits & Inspections

- IMCA eCMID
- Suitability Surveys
- General Condition Surveys
- Pre-Purchase Condition Surveys
- On/Off Hire Inspections
- Hull & Machinery Damage Surveys
- Insurance Surveys
- Incident Investigations

***In-house eCMID Inspectors (AVIs)**

Technical Consultancy

Owner / Operator Representative

- Specification writing, shipyard liaison, tender analysis and budget compilation
- Dry Docking Supervision including budgeting, cost analysis and negotiation of final bill
- Immediate breakdown support, contractor liaison and repair supervision
- General marine and electrical engineering support including assistance with offshore equipment integration, problem solving and identification of remedial actions
- Newbuilding supervision, specification writing and contract / specification advice
- Hybridisation and other alternative fuel methods of decarbonization / power saving

| M3 MARINE EXPERTISE

M3 Marine Expertise (M3ME) possesses the marine technical capabilities and competencies to offer our valued Clients a spread of high quality technical Offshore Marine, Oil and Gas and Renewables related services.

Diving & Subsea Consultancy & Audits

Diving System Consultancy

- Diving System Integration Planning
- Diving equipment inspection and suitability assessment
- Engineering support for diving system repairs in conjunction with diving system manufacturer and classification society requirements
- Specification writing and tender analysis for major diving systems surveys
- HAZOP / HAZID

IMCA Design Audits

- IMCA D023, IMCA D024, IMCA D040 & IMCA D053
- ROV Audits
- IMCA R006 ROV Audits

FMEA / FMECA

- Saturation Diving System FMEA / FMECA
- Air Diving System FMEA / FMECA

Commercial Consultancy

- Market Study / Research
- Merger and Acquisition
- Expert Placement for Marine Personnel
- Corporate / Commercial Due Diligence
- Equator Principles Due Diligence
- HSE Legal & Technical Due Diligence

Expert Witness

Commercial and Technical Expert Witness to support marine, offshore and oil & gas legal disputes:

- Dynamic Positioning (DP)
- Failure Modes and Effects Analysis (DP & Dive FME(C)A)
- Subsea work
- Commercial and Operational Practices for Offshore Vessels

- Asset Valuation (Vessels, Rigs and Equipment)
- Availability of Vessels
- Charter Rates Assessment
- Execution of Sales and Charter Contracts
- Offshore Marine, Oil and Gas Market Assessment
- Vessel Towing
- Vessel Broking
- Termination of Charter Contracts
- Termination of Shipbuilding Contracts

AWARDS & ACHIEVEMENTS



Joey Fisher

DP Committee's Distinguished Achievement Award 2022

" I've been passionate about DP safety and continuous improvement of the rules and guidelines that are available to the DP community, and, passionate about continuous improvement of the work that I do and that my company does.

I am always keen to learn and to share information and knowledge, and that's why I invest so much of my time in the areas that I do, and that's also why I'm committed to DP Asia and lobbying the best people who can contribute, to attend the event, to improve awareness and knowledge in the region where I am based."

Joey is also the Chairman of the DP Asia Technical Committee and through his stewardship he has helped to bring the DP community together across Southeast Asia and bring about increased awareness of the MTS DP Committee's work. This has undoubtedly helped improve DP safety in the region.



| AWARDS & ACHIEVEMENTS



Joey Fisher

Appointed as Co-Vice Chairs of the Guidance and Standards Sub-Committee



Joey Fisher has 26 years of offshore marine engineering experience and is highly regarded in the DP FMEA authoring and DP Vessel Assurance fields. He is a Class 1 Marine Engineer and an IMCA Accredited DP Trials and Assurance Practitioner.

Joey is a member of the IMCA Marine DP Committee and the MTS DP Sub Committee for Guidance and Standards. He is also the Chairman of the DP Asia Technical Committee. He devotes much of his spare time to assisting with the development and review of DP related guidelines.

At M3 Marine Expertise, he leads a multidiscipline team of dedicated, solution driven project engineers and marine consultants.

Joey has developed and managed the concept design of complex DP vessels in recent years and has also worked in the capacity of expert witness in legal cases related to DP vessel design and DP FMEAs.

In 2022, Joey was presented with "The Howard Shatto Distinguished Achievement Award" by the MTS DP Committee, for his work towards improving dynamic positioning safety.



M3 Marine Valuations

The background of the slide is a dark blue, semi-transparent image of an offshore oil rig. The rig is a complex structure with multiple levels, cranes, and a large red hull. It is situated in the middle of the ocean under a clear sky. The overall aesthetic is professional and industrial.



M3 MARINE VALUATIONS

M3 Marine Valuations (M3MV) was incorporated in April 2016 to better cater customers' needs in the Offshore Marine, Oil & Gas and Renewables sectors. M3MV is one of the few (if not the only) consultants that have a valuation 'procedure' when valuing vessels.

M3MV undertakes and delivers quality and reliable **asset valuations** (vessels / rigs / Wind equipment), including without limitation, overviews on key considerations in assessment of value, detailed reviews of technical specifications of offshore marine assets, detailed reviews of newbuild contract documentation, construction and associated costs for valuation purposes, indicative current valuation ranges and historic, current and future charter rate expectation for assets to owners, keen buyers and sellers, financial institutions, banks and other interested parties.

We also participate in joint-valuations on larger projects, have advised on numerous M&A deals and have co-operated with several esteemed yet typically non-offshore ship broking companies by undertaking on their behalf vessel valuations for offshore and renewables assets.

Vessels valued range from the most complex DP MPSVs, Jack up / Derrick Lay / Pipe Lay / WTIV / Accommodation Work Barges (and their sophisticated equipment onboard) to smaller sized SOV's, CTV's, Anchor Handlers, tugs and barges.

VALUATIONS TEAM



CAPT. MIKE MEADE
Group CEO and Expert

Capt. Mike Meade, CMMar FNI MICS (Group CEO, Lead S&P Offshore Ship Broker and Expert Valuer) has over 35 years experience in the offshore shipping sector. He heads up the Valuations team, with a support team of brokers and consultants.

Mike involves extensively in Newbuilding and Sale & Purchase transactions of offshore vessels, and gains a genuine sense of the 'real' market values. He is also an active and frequent contributor in trade conferences as speaker, panellist, moderator and session chairman.

Mike was awarded the prestigious Lifetime Achievement Award at the OSJ Awards 2022, awarded to an individual who has made a contribution of outstanding significance to the OSV industry during their lifetime.



MILI CHUNG
Business Manager

MiLi Chung, joined M3 in the capacity of a Senior Business Analyst. MiLi holds a Degree in Associated Business Administration in Management and has over 12 years experience in the Offshore Marine sector with exposure to broking, valuations and commercial operations having spent 9 years with RS Platou and 3 years with Clarksons Platou. MiLi in her role will continue to provide the outstanding work and service our clients have come to expect from M3 Marine.

VALUATIONS TEAM



JULIANNA CHUA
Senior Business Analyst

Julianna Chua (BSc) holds a Bachelor's Degree in Maritime Business with Maritime Law. She was first introduced to the offshore sector through her internship at M3 Marine whilst pursuing her diploma in Singapore Polytechnic and has since taken interest in the industry.

Having graduated from Plymouth University, she would add value to M3 Marine by providing diverse industry perspectives. Being a motivated individual and a strong believer in continuous learning, Julianna strives to excel in the offshore industry with the guidance and support of M3 Marine.



| M3 MARINE VALUATIONS

KEY OWNERS

Deliverables: Asset (Rigs / OSVs / Renewables / Equipment) Valuation



| M3 MARINE VALUATIONS

BANKS / INVESTMENT FIRMS

Deliverables: Asset (Rigs / OSVs / Renewables / Equipment) Valuation



| M3 MARINE LEGAL WORK

LEGAL FIRMS / OTHERS

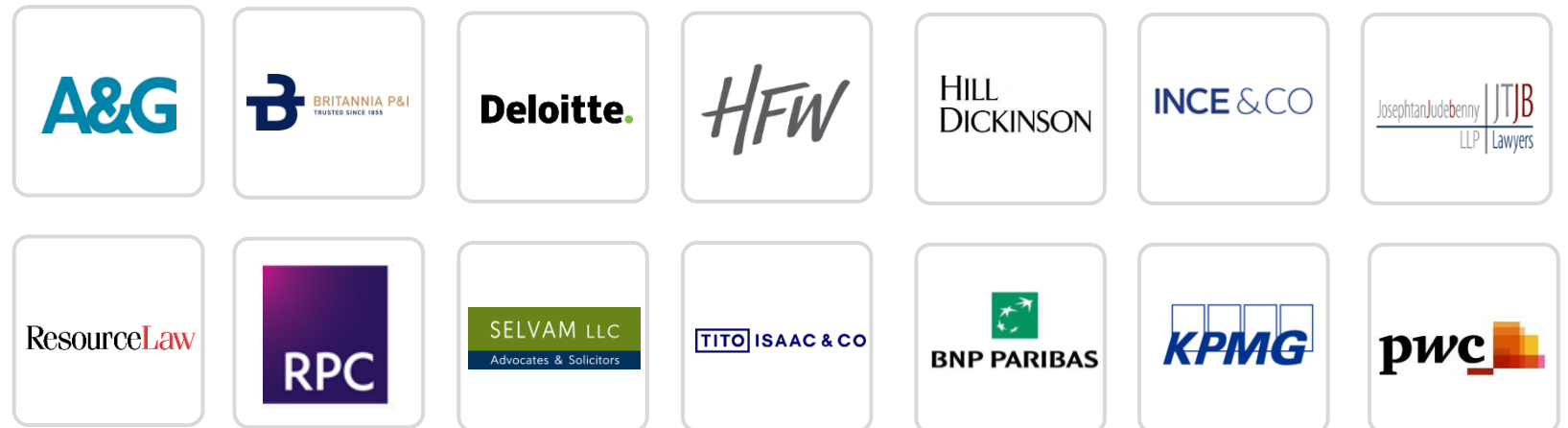
Deliverables: Expert Witness / Arbitration / Mediation / Dispute Resolution / Asset Valuation

A non-exhaustive list of matters that we have been appointed to provide independent experts' opinions on are:

- Asset Valuation (Vessels, Rigs and equipment)
- Availability of Vessels
- Charter Rates Assessment
- Execution of Sales and Charter Contracts
- Commercial and Operational Practices for Offshore Vessels
- Dynamic Positioning (DP)
- Failure Modes and Effects Analysis (DP FMEA)
- Offshore Marine, Oil and Gas Market Assessment
- Vessel Towage
- Vessel Broking
- Termination of Charter Contracts
- Termination of Shipbuilding Contracts
- Subsea work
- Renewables

Our Experts have received Bond Solon training and possess in-depth technical and commercial knowledge, and are well versed in the fields they specialize in. We are capable in understanding complex cases in detail and able to present substantial expert opinions for both commercial and technical matters.

Our Experts have extensive experience in mediation and arbitration and are credible and capable of representing cases to get the key points across.



M3 Marine Group



| M3 MARINE GROUP TEAM



DAVID WOON
Finance Director

David Woon (CPA, MBA), holds a MBA degree from California State University, Hayward, USA and is a Certified Public Accountant with a Degree in Accountancy from NTU, Singapore. David joined M3 Marine as a Financial Controller of the M3 Group of Companies in October 2009. He strives to provide financial leadership and is a business partner to the management to drive M3's growth.

Prior to joining M3 Marine, David has more than 15 years of financial and corporate experience acquired with both MNCs and SMEs in offshore consultancy and other service industries where he assumed senior finance positions. David is also overseeing the group's Human Resources Department.



SHIRLEY TAY
Accounts Executive

Shirley Tay studied at Clifford Educational Centre where she was awarded with the London Chamber of Commerce and Industry (LCCI) in Bookkeeping and Accounting.

She is currently pursuing an advanced level course in CAT and has plans to pursue ACCA after.

| M3 MARINE GROUP TEAM



CYNTHIA TAN
Accounts Executive

Cynthia Tan is an ITE graduate with a certificate in Office Skills and Accounting. She benefits from years of accounting experience prior to joining M3 Marine and is currently pursuing her Association of Chartered Certified Accountants (ACCA) – Level 2 Degree.

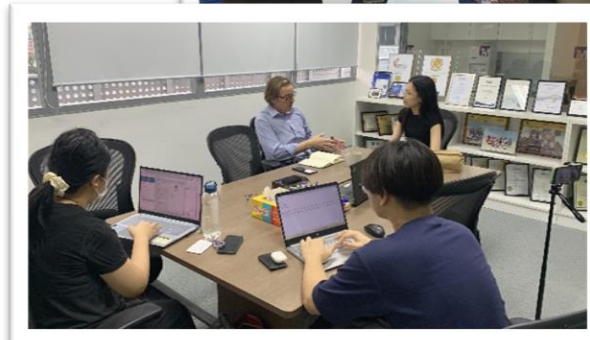


TRAINING PROGRAM

M3 offers internships to **Singapore Polytechnic's Maritime Business & Marine Engineering Diploma** cohorts and **Nanyang Technological University's Maritime Studies Degree** students, giving the students the opportunity to learn in both M3 Marine (Offshore Brokers) and M3 Marine Expertise. M3 has since extended its internship opportunities to students from **ITE's Shipping Operation & Services** in 2014.

Furthermore, M3 sponsored 2 of its former interns in pursuing their **Degree in Maritime Business at Plymouth University (UK)** under the Singapore Maritime Foundation (SMF) Scholarship and the Maritime Port Authority Sponsorship Programme.

To date, 4 of M3's former interns have since moved on to join us as Management Trainees and full time employees.



SOCIAL EVENTS



M3 Go Kart Team Bonding 2017



M3 Visit to Southern Star 2017



M3 SSA YEG Bowling Challenge 2017



MOOGAS Golf & Dinner 2017



M3 Anniversary Dinner 2022



M3 Anniversary Dinner 2023



M3 @ ASMI Bowling Tournament 2024

KEY CUSTOMERS





**TECHNICAL
CONSULTANCY**

**PROJECT
ILLUSTRATIONS**

ILLUSTRATION 01

'CSS Olympia' was awarded Support Vessel of the Year at the Annual Offshore Support Journal Conference & Awards 2014.



Key Deliverables The Compact Semi-Submersible (CSS) Concept 5 x 84m+, ABS Class, DP3 CSS

Project	Technical, Operational and Commercial Consultancy
Period	Design stage involvement commenced in 2005 Newbuild contract commenced in May 2010 March 2012 – Present



©MarineLink – CSS Olympia

Project Overview:

The CSS vessel is a cutting-edge twin-hull vessel that can be adapted to multiple types of operations, making it a first-of-its-kind concept for the offshore industry.

M3ME was initially commissioned in 2010 to conduct an independent study of the proposed conceptual design for the CSS Olympia's electrical installation.

M3ME was subsequently appointed by Fujian Mawei Shipbuilding to do DP FMEA (including Proving Trials and DP Operations Manual) for all seven CSS, CSS Olympia, CSS Venus, CSS Temis, CSS Derwent, CSS Belait 1 and Belait 2 in 2013. The vessel features include the following:

- Working deck area of 1300 m², with 1500 T deck cargo capacity.
- 160 T heave-compensated Module Handling System, deploying subsea equipment through a 7.5m x 7.8m work moonpool.
- 150 T heave compensated offshore crane
- Moonpool and side-launch work-class ROV systems
- DP-3 and DP-2 capability
- Accommodation for 42 crew and 110 client personnel

M3ME continues to remain committed to providing **technical, operational and commercial consultancy** services to all of the CSS variants.

ILLUSTRATION 02

Key Deliverables	CSS Fateh 84m+, ABS Class, DP3 CSS
Project	DP FMEA (Inc. Proving Trials) DP Operations Manual Activity Specific Operational Guidelines (ASOG) Provision of scope of work for modification of thruster power configuration, and for modification to support four split redundancy concept Ad hoc Technical Consultancy
Period	2023 – Present

Project Overview:

In 2023, **Ferdocean Services and Pacific Radiance Pte Ltd** commissioned M3ME to provide a new DP FMEA for the CSS Derwent, which was eventually renamed CSS Fateh. This project likewise involves the provision of the DP Operations Manual, Activity Specific Operational Guidelines (ASOG), as well as technical and consulting services as needed.



CSS Fateh

ILLUSTRATION 03

Key Deliverables	CSS Venus 84m+, ABS Class, DP3 CSS
Project	Technical Consultancy – Vessel Equipment customer acceptance test program Follow Target Test Gangway FMECA DP Verification Trials Annual DP Trials Ad hoc Technical Consultancy
Period	2014 – Present

Project Overview:

Because of M3 Marine's participation and knowledge with CSS vessels, **Gran Energia** hired the M3ME team for CSS Venus in 2014 for a Technical Consultancy Service, and we have since provided ongoing assistance to the vessel as needed.



©GranEnergia – CSS Venus



©Marine Traffic – CSS Venus

ILLUSTRATION 04

Key Deliverables	Southern Star 105m, ABS Class, DP3 SOV
Project	Ad hoc Technical Consultancy Detailed Specification Review Conceptual Design Report Diving System Interface Plan FMEA (Inc. Proving Trials and DP Operations Manuals) – DP System FMEA – Diving System IMCA D023 Audit IMCA D024 Audit
Period	2013 – Present



Southern Star

Project Overview:

M3ME were engaged to produce a report which included **guidance on the conceptual design** for the diesel electric package to be installed on **SOUTHERN STAR**. This included the principle design for all of the vessel’s systems, electrical, piping, control, automation etc.

M3ME provided consultancy and assistance with the technical aspects of the vessel specification. A **‘Diving System Interface Document’** was also provided to assist Tasik Subsea and the shipyard to define the responsibilities and planning for all aspects of the diving system supply, installation and testing requirements, including the various requirements for the diving system vessel interfaces.

M3ME have subsequently been contracted by Fujian Mawei Shipbuilding to produce DP FMEAs for the vessel’s DP System and engaged by LSWE to undertake FMEA for both Air and Saturation Diving Systems, IMCA D023 and IMCA D024 Audits.



Subsea Innovation Award

‘Southern Star’ was awarded Support Vessel of the Year at the Annual Offshore Support Journal Conference & Awards 2018.



ILLUSTRATION 05

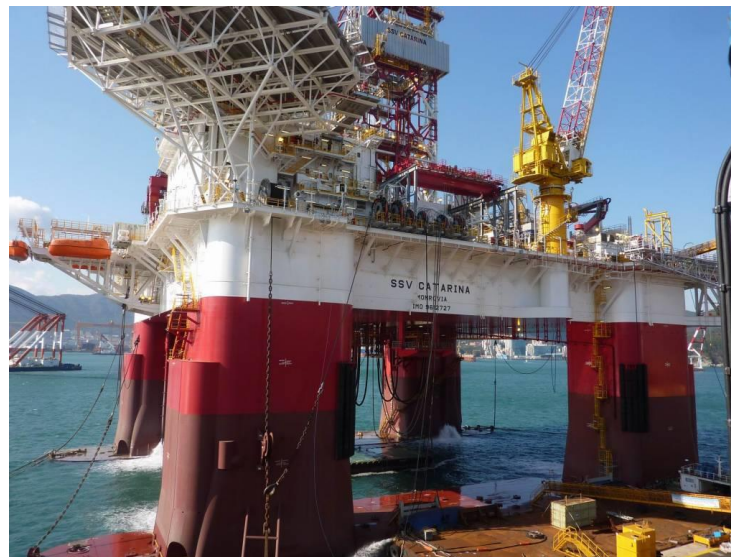
Key Deliverables	SSV Catarina 117.90m, DNV Class, DP3 SSV
Project	DP FMEA Gap Analysis, DP FMEA (including Verification Trials) Ad hoc Technical Consultancy
Period	2023 – Present

Project Overview:

M3ME was first contracted by **Universal Energy Resources Inc** in 2023 to conduct a DP FMEA Review for Drilling Rig Semi-Submersible SSV Catarina, and later provided more extensive and comprehensive technical support, including the development of a new DP FMEA, verification trials, and ad-hoc consultancy services as needed.



SSV Catarina



©Ships Nostalgia – SSV Catarina



©gCaptain – SSV Catarina

ILLUSTRATION 06

Key Deliverables	Tidewater Vessels
Project	DP FMEA (Inc. Proving Trials) Main Switchboard Design Consultancy DP FMEA Electrical Design Study Annual DP Trials and DP FMEA Verification Trials DP Vessel Assurance
Vessels	8 x D-Class 92m ABS Class DP2 AHTS 4 x L-Class 97.92m DNV Class DP2 PSV 10 x G-Class 84.65m DNV Class DP2 PSV 3 x Multi-Purpose Offshore Subsea Class OSV Fleet Various
Period	2010 – Present



©Tidewater – Pacific Defiance

Project Overview:

Swire Pacific Offshore first approached M3ME in 2010 to provide Main Switchboard Design Consultancy for the company's D-class vessels. Subsequently, we were contracted to undertake the DP FMEA (including Proving Trials) for four D-Class vessels, which was extended to include four more D-Class sisters, for a total of eight D-Class AHTS.

We were offered another opportunity to provide a Main Switchboard Design Consultancy and DP FMEA Electrical Design Study for Swire's L Class PSVs.

Furthermore, we were given the task of conducting DP FMEA (including Proving Trials) and Annual DP Trials Documents for ten G-Class vessels.

M3ME were awarded the scope of undertaking DP FMEA (inc. Proving Trials) and Annual DP Trials Document for 10 x G-Class vessels.

M3ME has also been awarded with Annual DP Trials, DP FMEA Verification Trials and DP Vessel Assurance for various Offshore Supply Vessel since 2015.

Now under **Tidewater**, we are continually supporting by providing all DP-related services as required.



ILLUSTRATION 07

Key Deliverables

Boskalis Vessels

Project	DP FMEA (Including Proving Trials) DP Documentation Gap Analysis Ad Hoc Technical Consultancy
Vessels	Fjord 159.24m, DNV Class Semi-Submersible Heavy Transport Vessel Boka Tiamat , 98.1m, DNV Class, Multipurpose DP2 Construction Vessel Boka Falcon , 93.4m, BV Class, Multipurpose DP2 Construction Vessel
Period	2013, 2023 – Present

Project Overview:

M3ME were first contracted by Boskalis in 2013 to deliver Redundant Propulsion FMEA (Including Proving Trials) onboard Fjord to ensure compliance with the DNV 'RP' notation.

In 2023, we had the opportunity to assist Boka Tiamat vessel with a DP Closed Bus Tie Gap Analysis and are currently providing our expertise services - DP FMEA, as well as Boka Falcon with DP Documentation Gap Analysis.



©Boskalis – Boka Tiamat



©FleetMon – Boka Falcon

ILLUSTRATION 08

Key Deliverables	POSH Vessels
Project	DP FMEA, Proving Trials, DP Operations Manual, Activity Specific Operational Guidelines (ASOG) Annual PD Trials Ad-hoc Technical Consultancy
Period	2014 – Present

Project Overview:

POSH has been a repeat client since 2014, and we have constantly provided various technical consultation services for the POSH fleet, notably in the field of Dynamic Positioning Systems. The scope of work mostly includes DP FMEA, Annual DP Trials, DP Operations Manual, ASOG, and ad hoc technical consulting as needed.



©Offshore Energy – POSH Mallard



©POSH – POSH Deep C



©POSH – POSH Endurance

ILLUSTRATION 09

Key Deliverables	Dong Fang Offshore Vessels
Project	5 Yearly FMEA Verification Trials, Annual DP Trials, IMCA eCMID ROV Audit Vessel Condition Surveys
Period	2021 – Present

Project Overview:

Dong Fang Offshore Co. Ltd. has commissioned M3ME to conduct a Condition Survey of the vessel Constructor 1 in 2021, followed with various vessels. We progressively obtained more technical consultation that focused on their vessels' Dynamic Positioning System, such as 5-Yearly Verification Trials, Annual DP Trials, and other services such as IMCA eCMID and IMCA ROV Audits. Since then, we have continued to assist DFO as required.



©DFO – Orient Constructor



©Piet Sinke – Orient Adventurer

ILLUSTRATION 10

Key Deliverables	Britoil Vessels
Project	DP FMEA (Inc. Proving Trials) DP Operations Manual Activity Specific Operational Guidelines (ASOG) Vessel Condition Surveys Ad-hoc Technical Consultancy Services
Period	2022 – Present

Project Overview:

In 2022, **Britoil Offshore Services Pte Ltd** requested that M3ME conduct a Pre-purchase Condition Survey and Valuation Service for the vessel Coral Guardian. Since then, Britoil has been engaging M3ME team to do vessel inspections. That same year, we assisted them with developing a DP FMEA for the same vessel, which was eventually renamed Britoil Guardian. We have assisted them with various DP-related scopes of work for their vessels and continue to provide Ad hoc Technical Consultancy Services as needed.



©Britoil – Britoil Guardian



©Britoil – Britoil Journey



©Britoil – Britoil Dragon

ILLUSTRATION 11

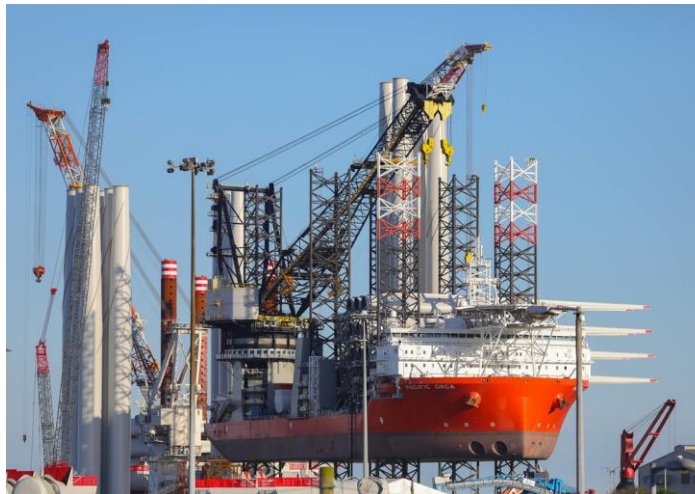
Key Deliverables	Cadeler Wind Turbine Installation Vessels
Project	Preliminary DP FMEA FMEA Verification / Annual DP Trials in the renewables space DP FMEA Review
Vessels	Wind Orca Windfarm Turbine Installation Vessel (WTIV), 160.90m, DP2, DNV GL Class Wind Osprey Windfarm Turbine Installation Vessel (WTIV), 160.90m, DP2 DNV GL Class X Class , DP2 WTIV
Period	2017 - Present

Project Overview:

M3ME was contracted by Cadeler (previously Swire Blue Ocean) to do a preliminary DP FMEA study for Wind Orca and Wind Osprey. In compliance with the most recent renewables industry DP guidance.

Subsequently, they granted M3ME the 5-year DP FMEA verification trials and annual DP trials for both of their Windfarm Installation Vessels, and we continued providing them with our Technical Consultancy service for their X Class Wind Turbine Installation Vessels.

CADELER



Wind Orca



Wind Osprey

ILLUSTRATION 12 – Case Study

Key Deliverables

Project	Project Management During Drydocking and Repair
Vessels	Siem Amethyst Siem Pilot Siem Thiima Siem Sapphire
Period	2021-2022

Objectives:

M3 Marine Expertise (M3ME) was commissioned by Siem Offshore to provide comprehensive Project Management during the scheduled drydocking and repair of Siem Amethyst, Siem Pilot and Siem Thiima. During this work programme the Siem Thiima was also being outfitted by Kongsberg with a full battery / hybridisation package. M3ME also provided support during the unscheduled drydocking of Siem Sapphire. M3ME work included:

The work covered the following:

- Execution of the work programme in consultation with Siem Offshore Vessel Managers.
- Liaison with shipyard project managers, sub-contractors, and Class Society
- Provision of technical advice and guidance in support of completion of work packages.
- Daily progress meetings and reporting.
- Post docking reporting with budget / invoice reviews.
- Post drydocking FMEA Proving Trials on Siem Amethyst and Siem Pilot.

All work was undertaken in Paxocean Shipyard, Singapore.



ILLUSTRATION 13 – Case Study

Solutions:

Siem Offshore chose M3ME to undertake this work based on a combination of factors which included:

- Ability to work with Siem Offshore Vessel Managers for prompt and efficient execution of the docking work scope.
- Previous experience in conducting similar work scopes to a very high standard, within both budget and timeline.
- The work was conducted within a heightened COVID-19 period - Our physical location in Singapore with fully approved / vaccinated personnel ready to be deployed with no quarantine or other restrictions.
- Locally based personnel with familiarity to operate within Singapore and at regional shipyards.
- Demonstrated ability to find cost effective solutions to problems, whilst also adding value to the overall project timeline.

Benefits:

By using M3ME Siem Offshore saw a full range of benefits including:

- Ability to deliver work scopes on time while aiding completion within planned budgets.
- Highly experienced and fully qualified personnel available at short notice.
- Access to highly qualified marine technical personnel with long standing expertise in delivering a quality service.
- Extensive local and regional contact base across the marine services sector – able to offer introductions to Siem Offshore.
- Experience and local contacts to offer effective problem-solving expertise – sourcing logistics, specialist equipment and personnel.



ILLUSTRATION 14

Key Deliverables

Project	Air Diving System FMEA / FMECA Saturation Diving System FMEA / FMECA, IMCA Design Audits, D023, D024, D040, D053 and R006 Ad hoc Technical Consultancy
Period	2016 – Present

Project Overview:

Mermaid Subsea Services and M3ME have been working together since 2016. Our team has carried out several IMCA Design Audits on their vessels and equipment. We were initially appointed to do an Air Diving System and LSP FMECA. Since then, our organisations have worked collaboratively providing diving, subsea consultancy, and audits as needed.



Mermaid Asiana



©Marine Traffic – Mermaid Endurer



©Vessel Finder – Mermaid Commander

ILLUSTRATION 15

Key Deliverables	ALP Vessels
Project	IMCA eCMID OCIMF OVID
Period	2017 – Present

Project Overview:

Our first audit done for **ALP Maritime Services BV** was in 2017 for their vessel ALP Striker. Since then, we were constantly engaged in providing IMCA eCMID and OVID Inspection to their vessels.



ALP Defender



©gCaptain – ALP Striker

ILLUSTRATION 16

Key Deliverables

Project	DP Audit IMCA eCMID On / Off Hire Surveys
Period	2017 – Present

Project Overview:

M3ME has since provided support to **POSCO International** for the vessels utilized for their energy-related campaigns. Our team has continually been asked to do Dynamic Positioning (DP) Audits, IMCA eCMID, and On/Off Hire Surveys.

posco
INTERNATIONAL



©Marine Traffic – UOS Columbia



©Piet Sinke – Pacific Rapier



Executive Benevolence

ILLUSTRATION 17

Key Deliverables

Project	Technical Consultancy and Service Support IMCA eCMID DP Vessel Assurance Ad Hoc Technical Consultancy
Vessels	Skandi Hawk Skandi Singapore
Period	2023 – Present



©gCaptain – Skandi Singapore

Project Overview:

Prime Energy (formerly Shell Philippines) commissioned M3ME during their diving campaign for the Malampaya Deep Water Gas-to-Power project in the beginning of the year in 2023. We have provided various consultancy services for the vessels Skandi Hawk and Skandi Singapore such as document reviews and analysis, development of Activity Specific Operational Guidelines (ASOG), IMCA eCMID, DP Vessel Assurance and Technical Service Support.



©Piet Sinke – Skandi Hawk



ILLUSTRATION 18

Key Deliverables

Project	DP Documentations Review DP FMEA Proving Trials Attendance DP Operations Manual Enhanced DP Drills DP Assurance Verification of Competency
Vessels	Bigroll Biscay 146m DNV Class DP2 Barge Carrier / Heavy Equipment Carrier
Period	March – June 2021



Project Overview:

M3ME were asked to undertake DP Assurance and a DP Documentation Review by McDermott Australia for the Heavy Load Carrier Vessel Bigroll Biscay of Roll Group.

The work covered the following:

- DP FMEA Documentation Review
- Attendance during trials and reporting
- New DP Operations Manual
- New CAM / ASOG Documentation
- Review and advice on all company documentation relating to management of DP operations
- Verification of the Competency for the key DP personnel onboard



ILLUSTRATION 19

Key Deliverables Khalifa
115m, ABS Class, DP3 CSV

Project DP FMEA (Inc. Proving Trials)
Activity Specific Operational Guidelines (ASOG)
Thruster and Generator Operating Strategy (TAGOS)
Closed Bus Tie DP FMEA including Proving Trials
Annual DP Trials
Ad Hoc Technical Consultancy

Period 2022 – Present

Project Overview:

Pacific Radiance, on behalf of Automac Multiresources, engaged M3ME in 2022 to initially look into Khalifa's DP FMEA. It was followed by further gap analysis, provision of ASOG, TAGOS, Closed Bus Tie FMEA and Ad hoc Technical Consultancy.



©Novo Crew – Khalifa



©The Star – Khalifa

ILLUSTRATION 20

Key Deliverables **Timas 1201**
162.3m, DP2 Pipe-lay / Derrick Construction
Vessel

Project	DP Operations Manual (Inc. updates) On-Site Technical Consultancy
Period	2013, 2023 – Present



©Ulstein – Timas 1201

Project Overview:

M3ME were first engaged to produce the DP Operations Manual for Global 1201, in accordance with IMCA DP-related documentation for DP vessels, MTS related DP Operational Guidance and DNV-RP-E307 (Recommended practice, dynamic positioning systems) Operation Guidance.



©Vaisala – Timas 1201

From October 2014 to January 2015, M3ME provided On-Going Technical Consultancy for Global 1201 while the vessel undergoes switchboard rectification, upgrading works and the replacement of its existing DP Control System. Thereafter, we updated the DP Operations Manual that was produced back in 2013 to reflect the operational changes following the upgrade done to the DP / Integrated System.

In 2023, we were commissioned by **PT Timas Samudera Indonesia** to conduct the Timas 1201 Annual DP Trials, and we have continued to assist them since then.



ILLUSTRATION 21

Key Deliverables

Project	<ul style="list-style-type: none"> Conceptual Design Upgrades Specifications DP Design Schematics Onsite Project Management DP FMEA (Inc. Proving Trials and DP Operations Manual) DP Master Placement On-going Technical Consultancy (quarterly basis) DP Incident Investigation OCIMF OVID Audits DP Testing / Verification Trials
Vessels	<ul style="list-style-type: none"> Lancelot 111.56m, ABS Class Accommodation Barge Camelot 190m, ABS Class, Accommodation Construction Work Barge Cable 1 91.5m, BV Class, Barge Olympia 100m, ABS Class, Accommodation Barge
Period	Mid 2011 – 2022

Project Overview:

M3ME were engaged by Intership Ltd in 2011 to assist in the conceptual design of the conversion of the accommodation barge Lancelot into a DP3 ABS Class vessel. Our involvement quickly expanded to encompass provision of upgrade specifications, design schematics, onsite project management (throughout her conversion), DP FMEA (including Proving Trials and DP Operations Manual) and placement of a DP Master for her trials and subsequent towage from Batam, Indonesia to Cape Town, South Africa where she thereafter begins a seven year charter with Total E&P Angola. M3ME are also engaged, in the capacity of third party advisors, to attend the vessel on a quarterly basis .

We have since been re-engaged by the same Client to offer an expanded scope of service (as compared to aforementioned) for the DP3 conversion of another accommodation work barge, Camelot.



In 2015, M3ME were engaged to complete OCIMF OVID Audits for Cable 1, Camelot and Olympia and DP Testing / Verification Trials for Lancelot. Being a repeat client since 2011, shows the level of confidence Intership have with us and our team of engineers.

Lancelot is renamed to **Umm Shaif** and is now owned by Abu Dhabi based **National Petroleum Construction Company (NPCC)**.



ILLUSTRATION 22

Key Deliverables

Clients	BP Exploration (Caspian Sea) Limited Elvary Neftegaz CJSC (BP Sakhalin) BP Shipping (Singapore and Indonesia)
Project	Provision of Marine Consultancy Services Vessel Assurance DP Mentoring and Logistics Management Inspections Ensuring vessels are built to specifications and compliant with Class and flag requirements. Mentoring Indonesian crew DP FMEA Trials Condition Survey Desktop Valuation
Period	2005

Project Overview:

M3ME's involvement included attending to vessels under construction; undertaking detailed inspections of the vessels and providing photographic records; participating in meetings with the yard, Owner and client representatives and people in charge of vessel construction; working with client and / or owners to rectify areas of technical conflict; ensuring that ships are being built to specifications and are in compliance with Flag and Class rules and that materials used are fit for purpose; and finally, M3ME also worked to ensure that vessels are not only built to industry standards and best practices but are also in line with Client's 'Golden Rules' of safety so as to maintain a safe working environment.

Towards the end of 2014, M3ME were engaged by **BP Singapore** to conduct **desktop valuations** and **condition surveys** for double hull bunker tankers, **MT Oprah** and **MT Unika**.

“M3 Marine Expertise has been audited and approved to BP Marine's exacting standards.”



Caspian Protector

ILLUSTRATION 23

Key Deliverables

Project The Kea Trader was grounded in New Caledonia and M3 Marine Expertise was contracted by Ardent Salvage (the appointed salvor) to assist in assessing the condition of the vessels prior to charter.

Period 2017



Key Deliverables

Project Condition Surveys on-board SSE Jerome and Lanpan 34

On-hire Surveys on-board SSE Jerome and Lanpan 34



ARDENT

ILLUSTRATION 24

Key Deliverables

Expert Witness

Project Expert Witness Work relating to Client's vessels

Client Pacific Radiance

Period May 2018

Project Overview:

- Undertake Expert Witness work in support of legal claims.
 - Dynamic Positioning
 - Ship Building
 - Valuation
- M3ME represent our clients at Arbitration in Hong Kong



Pacific Radiance



Pacific Radiance wins arbitration over cancelled PSV

May 21st, 2019 12:54 GMT
by Gary Dixon

Singapore owner Pacific Radiance has won an arbitration award against a Chinese shipyard in a case involving two cancelled platform supply vessels (PSVs).



SWS contests Pacific Radiance cancellation

Read more >

Its joint venture company CA Offshore Investment Inc (CAOI) had been seeking refunds from Shanghai Waigaoqiao Shipbuilding & Offshore (SWS) and China Shipbuilding Trading.

For the first of the two vessels, H1350, a Hong Kong arbitrator has made an award in favour of CA for the refund of the pre-delivery instalments amounting to \$2.775m, together with contractual interest.

Arbitration continues over the second unit.



The deal for the ships was scrapped by the Singapore shipowner in November 2016 after it alleged the yard had failed to deliver them as specified.

The company ordered the vessels in 2013 as part of its then fleet expansion project and they were slated for delivery in the fourth quarter of 2015.

SWS contested the case and launched counter-claims against CA.

It wanted the balance of the contract price paid, and/or damages plus interest and costs.

ILLUSTRATION 25

Key Deliverables Expert Witness

Project	Expert Witness Work in support to Client's case in relation to the vessel 'NTT Lumut'
Client	Nautilus Tug & Towage Sdn Bhd
Period	January 2018 – March 2019

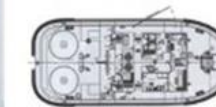
Project Overview:

M3ME was consulted by Nautilus Tug & Towage to review the 'NTT Lumut' case and to provide expert advice including but not limited to:

- Undertake Expert Witness work in support of Clients' legal claims.
- Provision of general marine and vessel related technical, operational and commercial advice.
- Represent the Client at the High Court, Kuala Lumpur, Malaysia.



Shin Yang Shipyard's subsidiary, Piasau Slipways, has completed two tugs designed for operations within the Malaysian iron ore industry. Malaysian company Nautilus Tug and Towage will operate both the tugs. The 55-tonne tugs are part of a series of escort tugs being designed and built in



Malaysia for the purpose of berthing, unberthing and escorting operations at the iron ore terminal in Teluk Rubiah in the coastal town of Lumut.

The vessels' hull and the extended escort skeg present a high lift, and a streamlined double chine is designed to meet bollard pull, indirect forces and speed requirements when handling the Valemax fleet of very large ore carriers (VLOC).

The beamy hull at 12 metres provides additional stability during escorting. The tug's azimuth thrusters can be removed without drydocking.

Twin Daihatsu engines are installed in the tugs along with twin Kawasaki thrusters.

Generating a direct bollard pull of 60 tonnes ahead and 58 tonnes astern, its indirect forces are in excess of 80 tonnes when traveling at seven knots.

The tugs have a fuel capacity of 135m³ and a freshwater capacity of 115m³.

The two tugs are also equipped with full fire-fighting capabilities and dispersant booms for oil pollution measures.

For further information contact: Shin Yang Shipyard, Malaysia.

Email: newbuild.syscorp@shinyang.com.my
Web: www.sysshippingcorp.com.my

54 Mar 2015 WORK BOAT WORLD

'NTT Lumut' and 'NTT Larut' SPECIFICATIONS	
Type of vessel:	A50 harbour tug
Home port:	Port Klang, Malaysia
Owner:	Nautilus Tug and Towage, Malaysia
Designer:	Naval Arch Marine, Malaysia
Builder:	Piasau Slipways, Malaysia
Hull construction material:	Steel
Length overall:	28 metres
Beam:	11.80 metres
Depth:	3.0 metres
Tonnage:	379GT 114NRT
Main engines:	2 x Daihatsu 6DM-264FL, each 1,800kW @ 750rpm
Generators:	2 x Caterpillar QSM3, each 200kW @ 1,500rpm
Side thrusters:	2 x Kawasaki EdgeStar K31-200TC-51
Cruising speed:	12 knots
Bollard pull:	60 tonnes ahead 58 tonnes astern
Lifeboats:	2 x 15plus
Fuel capacity:	135m ³
Freshwater capacity:	115m ³
Crew:	12

ILLUSTRATION 26

M3ME undertakes various audits, surveys and inspections such as IMCA CMID audits, OCIMF OVID audits, Pre-Purchase Condition surveys, On-hire, Off-hire, Suitability and Towage Approval surveys for owners, keen buyers and sellers and other interested parties.

Clients (IMCA eCMID and OCIMF OVID)

- ALP Maritime Services BV
- Dong Fang Offshore
- Fred Olsen Windcarrier
- McDermott Australia
- POSCO International
- Prime Energy (formerly Shell Philippines)
- PT Bintang Subsea
- Shelf Subsea Solutions
- Siem Offshore
- TerraSond Limited

Clients (IMCA D023, D024, D040 & D053 Audits)

- Beca Applied Technologies
- Mermaid Subsea Services
- JFD Lexmar
- PT Advanced Offshore
- PT Aquamarine Dividindo Inspection
- PT Seascope Surveys Indonesia
- Thien Nam Offshore Services J.S.C.

Clients (IMCA R006 Audits)

- Beca Applied Technologies
- Dong Fang Offshore
- Heerema Marine Contractors
- Pageo SubOcean
- PT Advanced Offshore
- PT Seascope Surveys Indonesia

Clients (Surveys / Inspections)

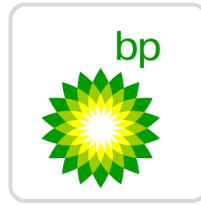
- ACL Shipbrokers
- Allen & Gledhill
- Atlas Marine Shipping
- Azimuth Maritime Solutions
- Bridge Yachting
- Britoil Offshore Services
- Caterpillar Financial Services Asia
- Cornerstone Offshore
- Dong Fang Offshore
- FTAI Offshore
- Harren & Partner

- Kim Heng Marine
- Miclyn Express Offshore
- McDermott
- MMA Offshore
- New Fortress Energy
- Oil Spill Response Limited
- Resolve Marine
- Shelf Subsea Services
- Optic Marine
- P&O Maritime Logistics
- POSH Projects
- POSCO International
- PT Bintang Subsea
- Resolve Marine
- Shelf Subsea Solutions

ILLUSTRATION 27

End Users

- BP
- BHP Billiton
- Chevron
- ConocoPhillips
- Maersk Oil
- Murphy Oil
- Nippon Steel & Sumitomo Metal
- Petrobras
- Petronas
- Pemex
- POSCO INTERNATIONAL Corporation
- Premier Oil
- Prime Energy
- Shell
- Saudi Aramco
- Saipem
- Total
- Woodside





**COMMERCIAL
CONSULTANCY**

**PROJECT
ILLUSTRATIONS**

ILLUSTRATION 01

Key Deliverables	Strategic, Operational, Technical and Commercial advice
Project	Project Dolphin The code name for a Merger & Acquisition project between two major players in the maritime industry. The project was worth approximately SGD 1.4 Billion
Period	January 2008 – September 2008



Project Overview:

Provision of strategic, operational, technical and commercial advice including but not limited to:

- Potential exit / sale strategies (in part or total)
- A high level review of the OSV market and an analysis of industry dynamics
- Attractiveness of the OSV market, including barriers to entry and key success factors
- Potential acquisition and other expansion strategies
- A review and assessment of the Client's operations and business including, inter alia:
 - Fleet quality vis-à-vis other competitors
 - Quality of management
 - Fleet replacement and capital expenditure
 - Quality of operations
 - Newbuild strategy
 - Quality of customers and contracts
- An overview of strengths and weaknesses compared to competitors
- Information on current average charter rates & utilization rates in the South East Asian and Middle East Regions, as well as a description of the historical movements
- Commentary on future trends and market potential for the OSV market
- Supply of OSVs supplier details and availability
- Coordinate, engage and manage approved sub-contractors and consultants for the purpose of undertaking technical and operational due diligence (including physical inspection and survey of vessels and yard, shore management and workshop facilities).

ILLUSTRATION 02

Key Deliverables	Strategic, Operational, Technical and Commercial advice
Project	Project Marlin The code name for a Commercial Due Diligence project for a potential acquisition of an OSV player in the maritime industry. The project was worth approximately A\$199 Million (\$207.33M)
Period	August 2012 – October 2012

CHAMP
PRIVATE EQUITY

Project Overview:

Provision of strategic, operational and commercial advice including but not limited to:

- Building of Model Assumptions Book which covers the financial model assumptions and scenarios
- Provide a high level summary of the level and nature of competition that Marlin faces in each of its markets
- Provide a detailed assessment of who Marlin's key competitors are in the OSV and crew boat segments and assess Marlin's market position, its market share and the level of fragmentation in OSV and crew boat markets in each region
- Provide a high level summary and assessment of the fleet strategy that Marlin is pursuing and compare/contrast with the strategies being pursued by major offshore support services companies
- An assessment of Marlin's operational practices including internal processes, management systems and risk mitigation practices
- Provide a high level overview of Marlin's processes and strategies to win new major customers
- An overview of asset valuation and asset quality
- An overview of how Marlin decides what types of vessels to build in its shipyard and the typical approach to chartering vessels the company is building itself

ILLUSTRATION 03

Key Deliverables Corporate and Commercial Consultancy

Project	Project Elena and various The code name for a Commercial Due Diligence project for a potential acquisition of an OSV player in the maritime industry.
Period	2014

Key Deliverables Corporate and Commercial Consultancy

Period	2014
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Project Overview:

Provision of corporate and commercial advice including but not limited to:

- Potential valuation for the Target Business
- Target Business' business plan and financial projections
- High level review of the OSV market and an analysis of industry dynamics
- Potential acquisition and other expansion strategies that the Target Business could pursue

Project Overview:

- Provide consultancy with regards to the Indonesian Construction Support Vessel (CSV) market and barriers of entry to the market
- Assessing the client's market strategy and comparing to key competitors
- Detailed profile of the potential competitors in the market



ILLUSTRATION 04

Key Deliverables	Corporate and Commercial Consultancy
Project	Residual Valuation Report
Period	June 2014 – Present

Key Deliverables	Market Study / Market Research
Project	Depreciation Schedule, Market Demand / Supply Dynamics
Period	April 2014 – May 2014

Project Overview:

- An estimated OSV value report for the year, to be updated bi-annually
- Drivers for 2nd hand value for OSVs
- 2nd hand values of OSVs for the list of vessels below dating back to 2 decades – 80's and 90's and current
- Values vs term rates
- Comparison between the older and resale values vs newbuilding (to account for differentiation of the newer and higher specification vessels and new engine types)

Project Overview:

Provision of corporate and commercial advice including but not limited to:

- Depreciation Schedule – provide an 'expected' depreciation schedule (or an estimate of forward looking valuations over the next five or ten years) for all vessels listed
- Market Demand/Supply Dynamics for the different segments of vessels
- Recent and projected evolution of utilisation levels, day rates, second hand valuations, ease of leasing/releasing, and new build orders.
- Insights on the reputation/stability of the respective counterparties based on the list of charterers as provided.



ILLUSTRATION 05



Key Deliverables	Market Study / Market Research
Project	Various projects
Clients	One World Maritime Boston Consulting Group Gerson Lehrman Group Research Standard Chartered Bank PT Asian Bulk Logistics

Project Overview:

Quality, reliable and ‘customised’ commercial reporting and research was undertaken and delivered on various aspects of the OSV market, including:

- Demand & Supply Factors (macro fundamentals, global event indicators, upstream costs, credit markets etc.)
- OSV Charter (Time / Bareboat) Rates
- OSV Utilization Rates
- OSV Sale and Purchase values
- Offshore Key Players (local and international / global players) and their latest activities
- Offshore Ship building yards
- Latest developments / trends in the OSV industry (e.g. move towards deeper water drilling)
- Attractiveness of the OSV market, including barriers to entry and key success factors
- OSV Types / Markets:
 - Tugs, Barges, AHTs, AHTSs, PSVs, DSVs, Pipe lay / Cable lay Barges, Accommodation Work Barges, Crew / Utility Boats etc



ILLUSTRATION 06

Key Deliverables	Expert Witness
Project / Vessels	Various
Clients	Asia Legal Allen & Gledhill Caitlin Clyde & Co Gurbani & Co Haridass Ho and Partners Hill Dickinson HolmanFenwickWillan (hfw) Ince & Co JTJB LLP KordaMentha Mermaid Marine Australia Otto Ventures RSA Group ReedSmith The Britannia Steam Ship Insurance Association Thomas Cooper Wikborg Rein

Project Overview:

- Undertake Expert Witness work in support of legal and insurance claims for owners, law firms and insurance claims companies.
- Nature of dispute includes charter party disputes (bareboat, voyage), time charter rates, salvage, newbuilding and related contractual disputes and telecoms / subsea cable damages.
- We represent our clients at Negotiations, Mediation, Arbitration (Singapore and London) and the High Court

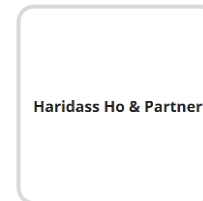


ILLUSTRATION 07

Key Deliverables	Professional Consultancy and Advisory Services
Project	Various Projects in support of the Client's legal work
Period	December 2016 – Ongoing

Allen & Gledhill

Project Overview:

Provision of operational, technical, commercial and strategic advice including but not limited to:

- Assistance with locating missing diving equipment for a subsea construction & diving support vessel
- Assistance with retrieval of stingers for a pipe laying vessel
- Condition and towage approval survey of vessel and equipment onboard
- Tow Master service
- Attendance during lifting of stingers, cranes and diving systems
- Asset valuation service
- Brokerage service for sale and purchase of equipment



ILLUSTRATION 08

Key Deliverables	Expert Placement
Project / Vessels	Various
Clients	Wintermar POSH Mermaid Marine Australia

Project Overview:

- Our Expert Placement services are backed by a team of marine and engineering professionals, predominantly Class 1 Master Mariners and Chief Engineers, who are highly trained in specialised disciplines including dynamic positioning (DP) and dive support operations, offshore construction and installation, HSE auditing and competence assurance, emergency planning, Auditing, Tow Masters, Barge Masters and Foreman and Warranty Surveyors. Our unique organizational structure allows us to tap into our Expert network and arrange 'specialist placements' within a short time-frame to meet Clients' operational needs.



ILLUSTRATION 09

Key Deliverables	Professional Consultancy Services
Project / Vessels	Various Projects in support of the Client's potential acquisition work on the 'Target Business'
Clients	PT Hanochem Tiaka Samudera



Project Overview:

Provision of technical, commercial and strategic advice including but not limited to:

- Providing a high level of overview of the oil and gas industry and the key market drivers in both upstream and downstream.
- Conducting study on industry regulations of the local market where the Target Business operates.
- Professional advice on the potential valuation for the Target Business's business plan, fleet operation, client base, financial trend analysis, acquisition and expansion strategies etc.
- Competitors' analysis for the Target Business in the aspects of fleet composition, fleet deployment strategy, charter and utilisation rates and financial performance.
- Asset valuation including condition survey for the fleet of the Target Business.

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