

# Cal Dive International Remington Acquisition January 23, 2006







#### Forward-looking Statements

Certain statements made herein contain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. The words "expect," "will," "look forward to" and similar expressions are intended to identify forward-looking statements.

The expectations set forth in this filing regarding accretion, returns on invested capital, achievement of annual savings and synergies, achievement of strong cash flow, sufficiency of cash flow to fund capital expenditures and achievement of debt reduction targets are only the parties' expectations regarding these matters. Actual results could differ materially from these expectations depending on factors such as the combined company's cost of capital, the ability of the combined company to identify and implement cost savings, synergies and efficiencies in the time frame needed to achieve these expectations, prior contractual commitments of the combined companies and their ability to terminate these commitments or amend, renegotiate or settle the same, the combined company's actual capital needs, the absence of any material incident of property damage or other hazard that could affect the need to effect capital expenditures, any unforeseen merger or acquisition opportunities that could affect capital needs, the costs incurred in implementing synergies and the factors that generally affect both Cal Dive's and Remington's respective businesses as further outlined in "Management's Discussion and Analysis of Financial Condition and Results of Operations" in each of the companies' respective Annual Reports on Form 10-K for the year ended December 31, 2004. Actual actions that the combined company may take may differ from time to time as the combined company may deem necessary or advisable in the best interest of the combined company and its shareholders to attempt to achieve the successful integration of the companies, the synergies needed to make the transaction a financial success and to react to the economy and the combined company's market for its exploration and production.

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#### Additional Information

Cal Dive and Remington will file a proxy statement/prospectus and other relevant documents concerning the proposed merger transaction with the Securities and Exchange Commission ("SEC"). Investors are urged to read the proxy statement/prospectus when it becomes available and any other relevant documents filed with the SEC because they will contain important information. You will be able to obtain the documents free of charge at the website maintained by the SEC at www.sec.gov. In addition, you may obtain documents filed with the SEC by Cal Dive free of charge by requesting them in writing from Cal Dive or by telephone at (281) 618-0400. You may obtain documents filed with the SEC by Remington free of charge by requesting them in writing from Remington or by telephone at (214) 210-2650. Cal Dive and Remington, and their respective directors and executive officers, may be deemed to be participants in the solicitation of proxies from the stockholders of Remington in connection with the merger. Information about the directors and executive officers of Cal Dive and their ownership of Cal Dive stock is set forth in the proxy statement for Cal Dive's 2005 Annual Meeting of Shareholders. Information about the directors and executive officers of Remington and their ownership of Remington stock is set forth in the proxy statement for Remington's 2005 Annual Meeting of Stockholders. Investors may obtain additional information regarding the interests of such participants by reading the proxy statement/prospectus when it becomes available. The following documents are filed herewith pursuant to Rule 425 under the Securities Act of 1933: Slide show presentation to investors and analysts on January 23, 2006 and subsequent dates.



### **Participants**

Owen Kratz

Chairman and CEO

Martin Ferron

President

Wade Pursell

Senior VP and CFO



#### Transaction Overview

- > \$27.00 per share cash, 0.436 Cal Dive shares per Remington share.
  - > \$1.4 billion enterprise value based on 30.15 million Remington shares.
  - > 58% cash / 42% stock.
  - Tax free reorganization.
  - > Pro forma ownership: 86% Cal Dive, 14% Remington.
- > Remington debt free with cash estimated to be \$2 per share at closing.
- Conditions to closing.
  - Regulatory approval.
  - Remington stockholder approval.
  - Expected close in second quarter.
- > Remington team key to going concern.
  - Retain all key management and operations personnel.
  - Maintain Dallas office.
  - Incentivized for future growth.



#### Strategic Rationale

The acquisition of Remington is the next logical step in the evolution of Cal Dive's unique production contracting based business model...



### Strategic Rationale

- > Access to both deepwater prospects and the means to exploit them.
  - Cal Dive operatorship.
  - Results in continuation of differentiated long-term earnings growth.
- ➤ REM's prospect generation based growth strategy is highly complementary to Cal Dive's production model.
- > REM will build on existing portfolio of deepwater PUDs.
  - Create extra exploitation value through the deployment of CDIS assets for drilling, development, maintenance and abandonment.
  - > Accelerates high impact, ready to drill inventory.
  - > 4 Tcfe reserve potential (1 Tcfe risked).
  - 4x proved reserves on risked basis.
  - > 100% working interest in all deepwater prospects.



#### Strategic Rationale

- > Cal Dive can enhance financial results of key deepwater prospects by promoting partnership arrangements.
- ➤ Exploitation of REM's prospect inventory will provide increased backlog for Marine Contracting.
- Combined Shelf Production business has critical mass.
  - Operating synergies and purchasing leverage.
  - Utilize Remington seismic library across Cal Dive assets.
- > Remington possesses a top flight technical team.
- > The transaction is immediately accretive to earnings and cash flow.

#### Cal Dive Track Record In Production

- Formed ERT in 1992 Acquisition of Sunset Assets.
  - Leverage P&A expertise.
- Initial deepwater investment in 2000 Gunnison.
- > Continued to build PUD deepwater portfolio through 2005.
  - Felemark, Devil's Island, Bass Lite, Tiger and Tulane.
  - Complements expanding deepwater fleet and production facility expertise.
- Next step: Operatorship in deepwater.
  - Control destiny, control development cycle time.
  - Prospect generation is a critical capability.
- Annual production growth of 31% during past decade.
- > Averaged approximately 30% return on capital over same period.
- > Year-end 2005 reserves: 227 Bcfe (Remington: 279 Bcfe).
- ➤ 2006P production: 120 130 MMcfed (Remington: 128 MMcfed).



# Evolution of Deepwater Reservoir Development Solutions

- > 1995 First Dynamically Positioned (DP) construction vessel in GOM (Witch Queen)
- > 1997 First rig alternative subsea well intervention vessel (*Uncle John*)
- > 2001 Acquired robotic "ROV" capability (Canyon)
- > 2002 Acquired subsea well intervention in UK (Well Ops UK)
- $\ge 2002 Q4000$  First purpose built construction / well ops vessel for 10,000 fsw
- > 2003 First provision of leased floating production system (*Marco Polo*)
- > 2003 First in field flow line pipelay vessel (*Intrepid*)
- > 2004 First pipe burial robot (Super Trencher)
- > 2005 Acquired resources for reservoir engineering, G&G and well engineering (Helix)
- > 2006 Converting first transmission pipelay vessel (*Caesar*)
- ≥ 2006 Adding drilling capability to the *Q4000*
- $\geq$  2006 Initiated engineering of next Q4000 and redeployable floating production units.



#### Remington Overview

- Headquarters: Dallas, Texas
- Gulf of Mexico focused
- > Highly specialized technical staff
- > 2006P Net Production: 128 MMcfed
- > Year-End 2005 Proved Reserves: 279 Bcfe
  - After-tax PV-10: \$38.25 per Remington share at forward curve.
  - 63% Gas/37% Oil
- > \$2.47/Mcfe three-year average F&D costs
- Discovered 1 Tcfe (gross) between 1998 and 2004
- Balanced, deep prospect inventory
  - > 150 prospects
  - > 1 Tcfe of net risked reserve potential



# Experienced Team Utilizing An Extensive Seismic Library

#### Remington Team

#### 3-D Seismic Coverage

James A. Watt

Chairman, Chief Executive Officer

Joined Remington 1997

VP Exploration Seagull E&P VP Exploration/Exploitation

Nerco Oil & Gas

Robert P. Murphy

President, Chief Operating Officer

Joined Remington 1998

VP Exploration Cairn Energy USA

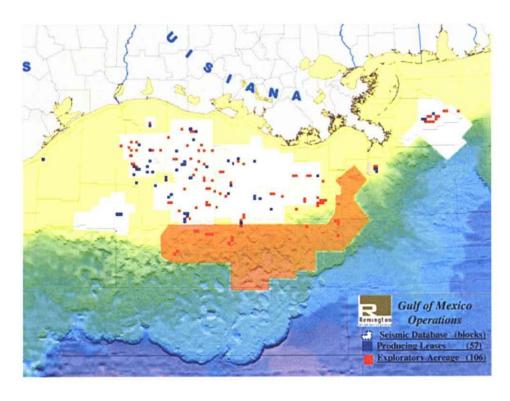
Gregory B. Cox

Vice President Exploration

Technical Team

8 Geoscientists

10 Engineers/Operations





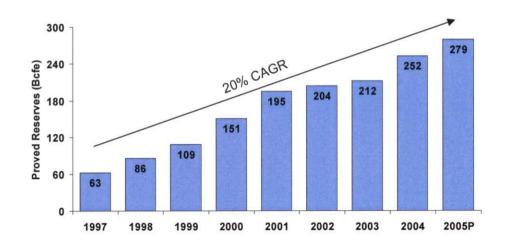
Net Production (MMcfed)

# Remington: A Track Record Of Organic Growth ...

#### Net Production

# 23% CAGR 95 104 114

#### **Proved Reserves**



Pro forma to exclude impact of 27 MMcfed of deferred production associated with hurricanes Katrina and Rita.



#### ... With Impressive Returns On Capital

	Three-Year Average			
	Finding And	Return On		
	Development	Capital		
	Costs	Employed		
Remington	\$ 2.47	15% <sup>2</sup>		
Peer Group Median <sup>1</sup>	2.74	8		

Peer group includes BDE, EPL, THX, PQUE, SKE, SGY and WTI.

<sup>&</sup>lt;sup>2</sup> See GAAP reconciliation at Company's website – www.caldive.com.



#### Remington Prospect Portfolio

- > Bottom-up reserve risk assessment based on historical success rates.
- > 5-7 year drilling inventory.
- > Targeting 30% fleet **utilization** with Remington/ERT activity.

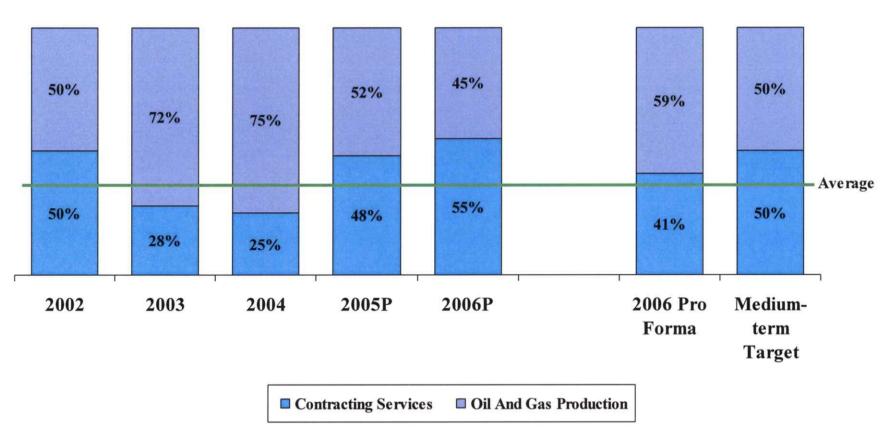
				Risked Pretax PV-10		
	Number Of Prospects	Net Unrisked Potential	Net Risked Potential	Forward Curve	\$8.50 Gas / \$55 Oil	
		(Bcfe)	(Bcfe)	(\$MM)	(\$MM)	
Low Risk Shelf (Ps > 50%)	44	165	109	\$315	\$248	
Deep Shelf/Conventional High Risk	87	1,584	330	988	792	
Deepwater	_19	2,204	691	_1,915 <sup>1</sup>	_1,449	
Total	<u>150</u>	3,954	<u>1,130</u>	\$3,217	<u>\$2,488</u>	
Multiple Of Remington Proved Reser	ves	14x	4x			

<sup>1:</sup> Over \$1.0 Billion of life of field services involved.

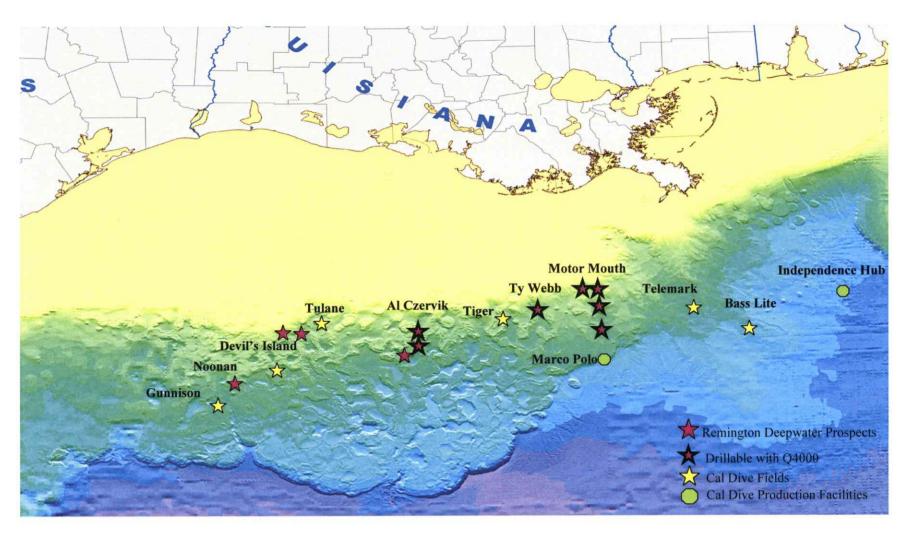


### Segment Operating Profit Mix

### Gross Profit (& Equity in Earnings) Contribution By Segment



### Combined Deepwater Portfolio





#### Remington Deepwater Inventory

- ➤ All Prospects: 100% Operated, 100% Working Interest
- > Noonan
  - > 45-65 MMboe potential
  - > Transocean Amirante under contract
    - ➤ Q3 2006 exploration well
    - > \$102,500 dayrate (1/3 of current spot dayrate)
    - ➤ Option for second well at \$135,000 per day
- ➤ High quality inventory enables mitigation of exploration risk through utilization of partners on a promoted basis

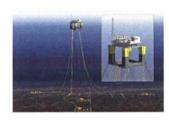


## Strategic Advantage Of Commercial Model In The Deepwater

Drilling/Completion



**Facility Solutions** 



Development



Maintenance



Abandonment



**Key Assets** 

Q4000

Mobil Production Unit Intrepid Express Caesar ROVs *Q4000 Seawell* ROVs Q4000 Seawell

#### Value Creating Methodologies

Slimbore Wells Re-Deployment of Floater

Pipe Burial

Non Drill Rig Intervention



#### Q4000 Upgrade - Drilling Capability



- Addition Of Modular-Based
   Drilling System
- > Hybrid Slimbore Technology
- Designed For Deepwater Exploration And Appraisal
- Scheduled Completion: Early 2007



### Tangible Benefits In The Deepwater

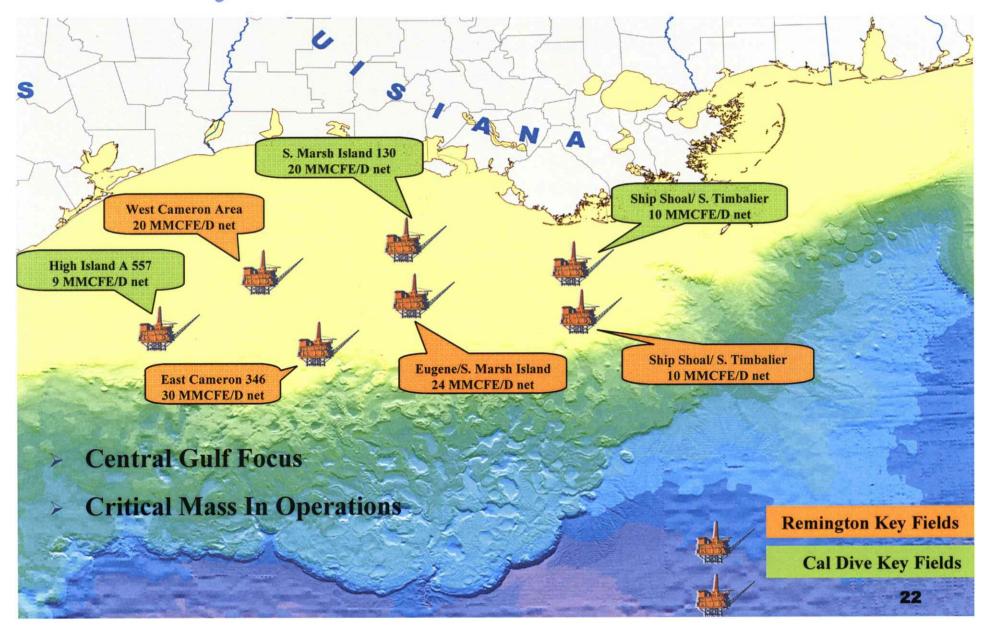
#### Acceleration

- > 94% of 2006 Gulf of Mexico floater drilling capacity already contracted (65% in 2007).
- One year acceleration in average prospect = \$7 \$10 million NPV benefit.
- Unlocked via Q4000/deepwater fleet/modular production facility.

#### > Pull through marine contracting revenue

- > Sell down E&P working interest still pull through 100% of contracting revenues.
- Maintain operatorship.
- Estimated \$50 \$70 million in revenue per deepwater prospect.

### Key Shelf Production Locations





# Strategic Advantage Of Commercial Model A Hurricane Case Study

- Cal Dive production restored quickly in key winter natural gas markets.
- > Average natural gas price: \$13 per Mcf.

	Percent Produ	ction Shut-In	Cal Dive	
	Remington	Cal Dive	Advantage	
October 2005	81%	48%	33%	
November 2005	55%	24%	31%	



#### **Financial Information**



#### 2006 Earnings / Cash Flow Accretion<sup>1</sup>

➤ The acquisition is expected to be 8% accretive to 2006P consensus earnings and 37% accretive to 2006P cash flow.

	Cal Dive	Remington <sup>2</sup> / Adjustment	Combined
Revenue	\$1,138	\$ 415	\$1,554
EBITDA <sup>3</sup> EBITDA Margin <sup>3</sup>	530 47%	339 82%	869 56%
Net Income	237	61	299
EPS Accretion/(Dilution)	\$ 2.84		\$ 3.07 8%
CFPS <sup>3</sup> Accretion/(Dilution)	5.86		8.02 37%

<sup>&</sup>lt;sup>1</sup> Presented on basis that transaction closed on January 1, 2006.

<sup>&</sup>lt;sup>2</sup> Based on \$8.50 natural gas/\$55 oil and 128 MMcfed production.

<sup>&</sup>lt;sup>3</sup> See GAAP reconciliation at Company's website – www.caldive.com.



#### 2007 Earnings / Cash Flow Accretion

➤ The acquisition is expected to be 15% accretive to 2007P consensus earnings and 39% accretive to 2007P cash flow.

	Cal Dive <sup>3</sup>	Remington/ Adjustment <sup>1</sup>	Combined
Revenue	\$1,426	\$ 555	\$1,981
EBITDA <sup>2</sup> EBITDA Margin <sup>2</sup>	690 48%	467 <i>84%</i>	1,157 58%
Net Income	283	96	379
EPS Accretion/(Dilution)	\$ 3.38		\$ 3.89 15%
CFPS <sup>2</sup> Accretion/(Dilution)	7.58		10.55 39%

<sup>&</sup>lt;sup>1</sup> Based on \$8.50 natural gas/\$55 oil and 175 MMcfed production.

<sup>&</sup>lt;sup>2</sup> See GAAP reconciliation at Company's website – www.caldive.com.

<sup>&</sup>lt;sup>3</sup> First Call Consensus estimate.

# Pro Forma Condensed Balance Sheet (9/30/2005)

(Dollar amounts in millions)

	Cal Dive	Adjustment	Combined
Current Assets	\$ 369	\$113	\$ 482
Long-term Assets	1,191	<u>1,842</u>	3,033
Total Assets	<u>\$1,560</u>	\$1,955	\$3,515
Current Liabilities	\$ 191	\$ 76	\$ 267
Total Debt	443	813	1,256
Other Liabilities	307	484	791
Shareholders' Equity	619	582	_1,201
Total Liability And Shareholders Equity	<u>\$1,560</u>	<u>\$1,955</u>	<u>\$3,515</u>
Debt / Book Capitalization <sup>1</sup>	42%		51%
Debt / Equity Market Capitalization <sup>2</sup>	12%		29%

<sup>&</sup>lt;sup>1</sup> Defined as Total Debt divided by Total Debt plus Shareholders' Equity.

<sup>&</sup>lt;sup>2</sup> See GAAP reconciliation at Company's website – www.caldive.com



#### Pro Forma Debt Summary

- $\triangleright$  Pro forma interest coverage of 7.1x<sup>2</sup> on TTM EBITDA.
- Projected Pro Forma 2006 Debt Service Coverage of 9.6x²

	Pro Forma 9/30/05 (\$MM)	Interest Rate		
Senior Secured <sup>1</sup>	\$ 813	7.00%		
Convertible Senior Notes	300	3.25		
MARAD	135	4.81		
Capital Leases	8	<u>N/A</u>		
Total	\$1,256	5.82%		

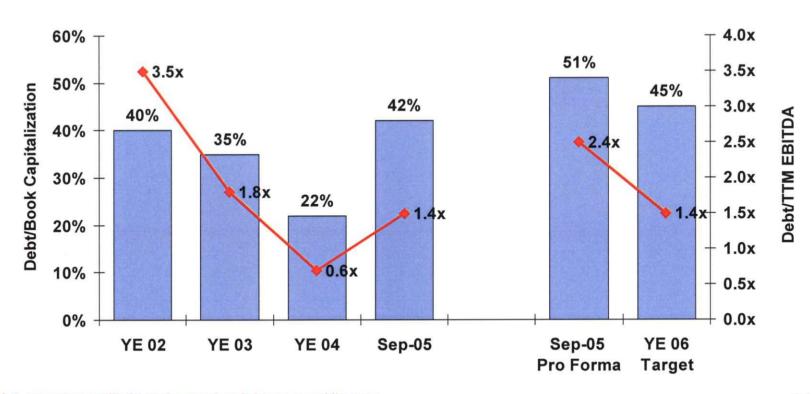
Annual Pro Forma Interest Expense: \$73 Million

Floating rate, seven-year term, 1% amortization.

<sup>&</sup>lt;sup>2</sup> See GAAP reconciliation at Company's website – www.caldive.com.

#### Historical Debt Ratios<sup>1</sup>

➤ Debt amortization through free cash flow and possible sale of minority stake in the non-core shelf contracting business and other assets.



<sup>&</sup>lt;sup>1</sup> See GAAP reconciliation at Company's website – www.caldive.com.



# Cal Dive Existing Hedges: As Of December 31, 2005

> Opportunistically hedge up to 50% of production.

Production Period	Instrument Type	Average Monthly Volumes	Weighted Average Price
Crude Oil			
January - December 2006	Collars	125 MBbl	\$44.00 - \$70.48
January - December 2007	Collars	50 MBbl	40.00 - 62.15
Natural Gas			
January - December 2006	Collars	718,750 MMBtu	\$ 8.16 - \$14.40

#### Cal Dive & Remington – A Winning Combination

×		E CONTRACTOR DE	RETURN ON	GROV	VTH	SALES	NET INCOME	RECENT PRICE	P/E	MARK VALU
PANK 5	'04	COMPANY (consecutive years on list) business	5-year average %	SALES 5-year average %	EPS 5-year average %	Latest (2 mos (\$mil)	Lafest 12 mos (\$mil)	(S)	2006 est	<b>(\$</b> mlf
	56	Hansen Natural (2) distributes soft drinks & juices	210	230	450	248	37.2	46.00	18	1,01
100 m	1	Cognizant Technology Solutions (4) provides information technology software & services	23	44	48	722	124.7	45.76	33	6,28
		Travelzoo operates Internet-based travel search engine	380	75	820	44	7.7	22.24	28	36
	u	Remington Oil & Gas explores & develops oil & gas reserves	17	25	200+()	267	76.0	42.51	10	1,2
	16	Usana Health Sciences (2) manufactures & markets skin-care & nutritional products	460	23	810	302	34.6	49.38	21	9:
		Forward Industries designs carrying cases for handheld consumer electronics	160	160	650	39	6.9	C3.02	NA.	1
		Laserscope designs & produc	140	270	200+0	115	19		1	6
	4	Ceradyne (* velops in		470	460	299	P			-
		auditing			1230		ر د	51.60	D.	
3		arkets athletic footwear & .	۵.				78.9	29.39	13	1,0
4	20	Surdics (6) provides coating solutions for medical products	16	30		60	22.7	38.31	29	7
5	25	Berry Petroleum (2) explores for oil & gas	21	. 140	160	334	91.3	66.85	11	1,4
26	10	Diodes (2) manufactures & distributes semiconductors	15	14	1300	197	29.5	35.96	16	5
7	10	Cal Dive International (2) provides subsea construction & support services for all & gas companies	12	31	240	621	102.6	63.78	16	2,4
	I N	of on last year's list, 🦪 Recent frond up versus five-year average. 🔱 Recent	trend dowr	ı versus five-y	oar average.	See additio	nal footnote	s on page 2	06.	