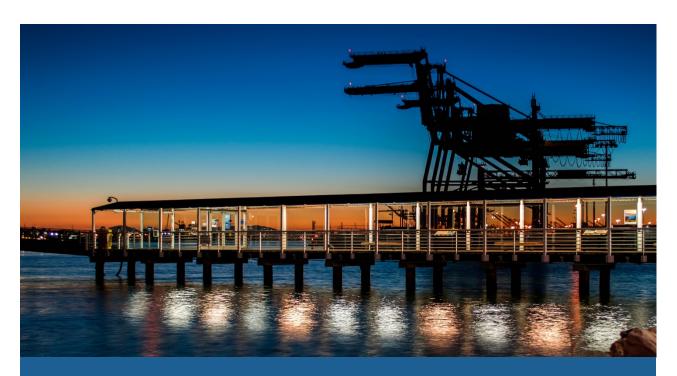


McDERMOTT INTERNATIONAL, INC. BANKRUPTCY CASE STUDY

FILED ON 01/21/2020



CreditRiskMonitor's warning of McDermott International, Inc.'s ("McDermott") bankruptcy risk was determined by a combination of factors:

Monthly Average FRISK® Score	Page 2
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MONTHLY AVERAGE FRISK® SCORE

CreditRiskMonitor's FRISK® score had been warning of financial stress at McDermott International, Inc.(OTC: MDRIQ) for more than a year.

The company ultimately filed for bankruptcy on January 21, 2020.

		2019					2020						
Business Name	J	F	M	Α	M	J	J	Α	S	0	N	D	J
McDermott International, Inc.	3	2	2	3	1	2	2	1	1	1	1	1	1

BANKRUPT!

The FRISK® score is 96% accurate* in predicting the risk of corporate failure/bankruptcy over a 12-month horizon.

All FRISK® scores are recalculated every night for each subsequent 12-month period.

FRISK® Score		BANKRUPTCY RISK RELATIVE TO THE HISTORICAL AVERAGE				
LUISI	V. 20016	FROM	TO			
	10	0.00x	0.12x			
	9	0.12x	0.27x			
	8	0.27x	0.34x			
	7	0.34x	0.55x			
	6	0.55x	0.87x			
	5	0.87x	1.40x			
×	4	1.40x	2.10x			
H RIS	3	2.10x	4.00x			
呈	2	4.00x	9.99x			
	1	9.99x	50.00x			

While the risk of bankruptcy varies at each FRISK® score, 96% of public companies that eventually go bankrupt enter the FRISK® "red zone" prior to filing. A FRISK® score of 5 or less is an important warning sign.

^{*}FRISK® score accuracy of 96% is based on backtesting of U.S. public companies; results may vary by country.

THE FRISK® SCORE COMPONENTS

At the core of the CreditRiskMonitor process is our 96% accurate FRISK® score, which indicates a company's level of financial stress on a scale of 1 to 10, based on the probability of bankruptcy over a 12-month horizon. When available, the FRISK® score incorporates a number of powerful risk indicators including:

A "Merton" type model using stock market capitalization and volatility

Financial ratios, including those used in the Altman Z"-Score Model

Bond agency ratings from Moody's, Fitch, & DBRS

Crowdsourced CreditRiskMonitor Usage Data

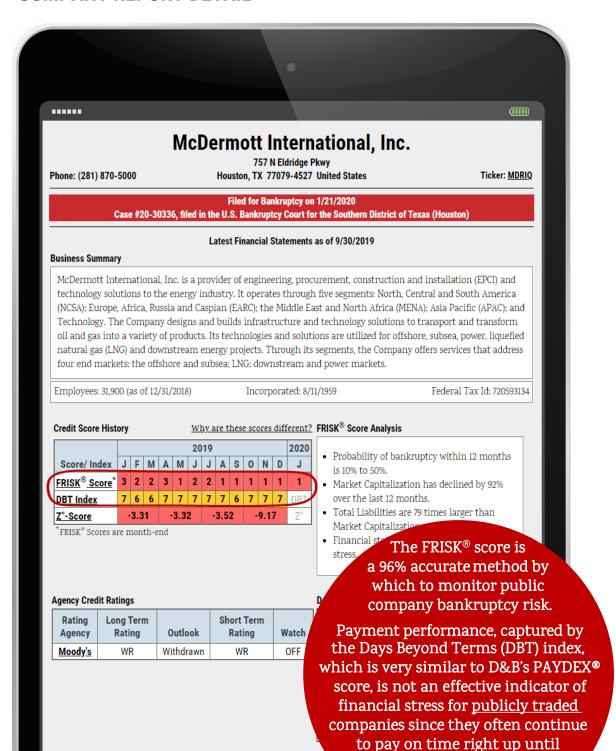
<u>Crowdsourcing</u> has enhanced the accuracy and timeliness of the FRISK® score. We collect and analyze data patterns from thousands of CreditRiskMonitor subscribers, including professionals from more than 35% of the Fortune 1000 and other large corporations worldwide.

The crowdsourcing advantage is even more powerful in our FRISK® score since many of the professionals who use our service are credit managers:

- Credit managers control one of the largest sources of working capital going into a company
- They are not held to the same "Fair Disclosure" restrictions that prevent nondisclosed information sharing on public companies
- Credit managers use a variety of non-public information sources such as their own company's management and sales representatives to be alerted to concerns in a public company's performance
- It is commonly known credit managers confidentially share information with other credit managers, thus collectively, their behavior helps to provide advanced insight to financial problems in public companies

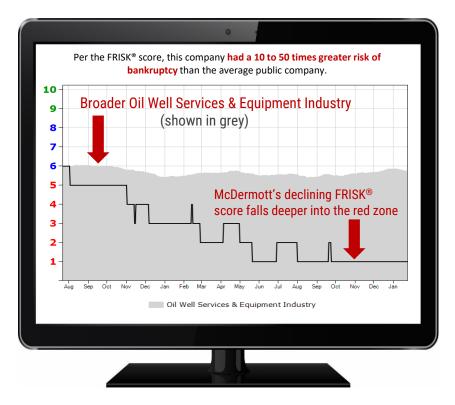
Read more in Credit Research Foundation's quarterly journal article, "Assessing Public Company Financial Risk by Crowdsourcing the Research of Credit Professionals"

COMPANY REPORT DETAIL



their bankruptcy filing. This is what's commonly called the "Cloaking Effect."

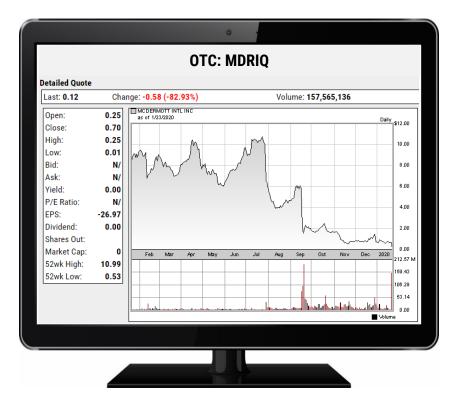
FRISK® DEEP DIVE



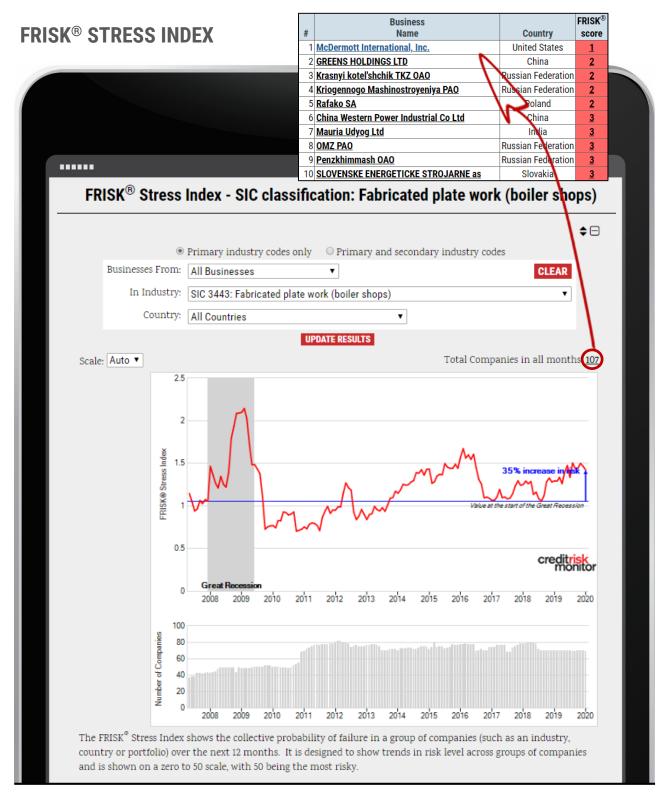
The FRISK® score relative to the broader Oil Well Services & Equipment industry raised an additional red flag signaling heightened risk relative to peers, as well...

MAKING IMMEDIATE ATTENTION REQUIRED.

ADJUSTED MARKET CAP VOLATILITY

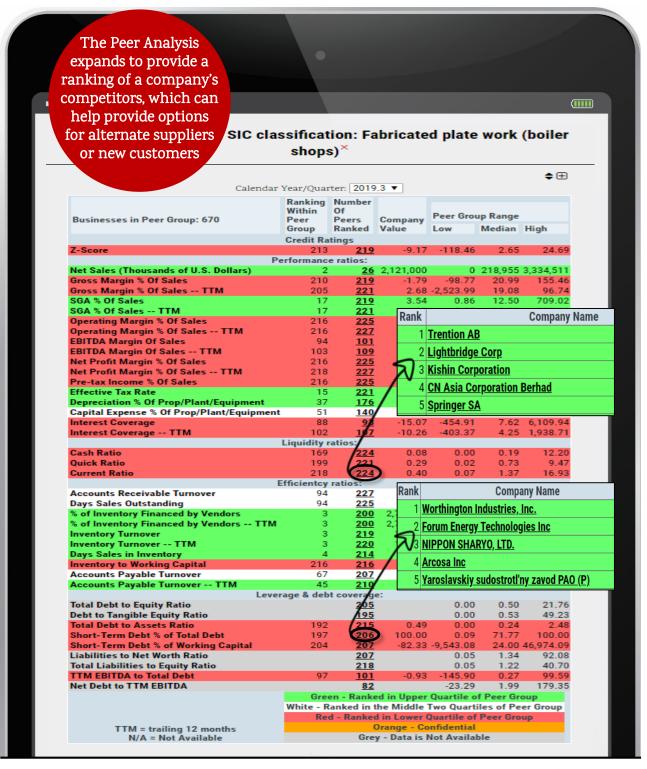


One of the inputs of the FRISK® score is a company's market cap volatility, adjusted for dividends, over the course of a year. Incorporating this information allows us to capture the "wisdom of markets" on a daily basis. This ensures our subscribers are getting the most up to date view of the risks they face since stocks tend to be more liquid and faster moving than bond prices and ratings.



The average probability of failure for SIC code 3443 (fabricated plate work (boiler shops)) has increased 35% since 2007. McDermott was among the weakest names in the industry as evidenced by its FRISK® score of 1.

PEER ANALYSIS ON ALTERNATE SUPPLIERS AND CUSTOMERS



McDermott demonstrates bottom quartile ranking in key financial ratios (shown in red) versus its industry peers.

QUARTERLY PERFORMANCE RATIOS

Net losses in all but one of the last five fiscal quarters

Poor interest coverage ratio & negative free cash flow

Performance Ratios - Sequential Quarters

Period Ended	3 mos 9/30/2019	3 mos 6/30/2019	3 mos 3/31/2019	3 mos 12/31/2018	3 mos 9/30/2018
Net Sales \$	\$2,121,000	\$2,137,000	\$2,211,000	\$2,073,000	\$2,289,000
% change	-0.75%	-3.35%	6.66%	-9.44%	31.93%
Gross Margin \$	(\$38,000)	\$189,000	\$202,000	(\$124,000)	\$273,000
% change	-120.11%	-6.44%	262.90%	-145.42%	15.19%
% of sales	-1.79%	8.84%	9.14%	-5.98%	11.93%
change as % of incremental sales	n/m	n/m	236.23%	n/m	6.50%
SG&A \$	\$75,000	\$99,000	\$95,000	\$97,000	\$69,000
% change	-24.24%	4.21%	-2.06%	40.58%	-38.39%
% of sales	3.54%	4.63%	4.30%	4.68%	3.01%
change as % of incremental sales	n/m	n/m	-1.45%	n/m	-7.76%
Operating margin \$	(\$1,684,000)	(\$61,000)	\$13,000	(\$2,498,000)	\$129,000
% change	-2,660.66%	-569.23%	100.52%	-2,036.43%	163.27%
% of sales	-79.40%	-2.85%	0.59%	-120.50%	5.64%
change as % of incremental sales	n/m	n/m	1,819.57%	n/m	14.44%
EBITDA \$	(\$1,628,000)	(\$5,000)	\$81,000	(\$2,459,000)	\$237,000
% change % of sales	-32,460.00% -76.76%	-106.17%	103.29%	-1,137.55%	136.47% 10.35%
change as % of incremental sales	-/0./0% n/m	-0.23%	3.66% 1.840.58%	-118.62%	24.69%
EBIT \$	(\$1,691,000)	n/m (\$66,000)		n/m (\$2,551,000)	\$130,000
% change	-2.462.12%	-1,420.00%	\$5,000 100.20%	-2,062.31%	202.33%
% of sales	-2,402.12%	-1,420.00%	0.23%	-2,002.31%	5.68%
change as % of incremental sales	n/m	-3.09% n/m	1.852.17%	n/m	15.70%
Pre-tax income \$	(\$1,792,000)	(\$163,000)	(\$78,000)	(\$2,631,000)	\$44,000
% change	-999.39%	-108.97%	97.04%	-6,079.55%	212.82%
% of sales	-84.49%	-7.63%	-3.53%	-126.92%	1.92%
change as % of incremental sales	n/m	n/m	1,850.00%	n/m	14.98%
Net income (loss) \$	(\$1,873,000)	(\$132,000)	(\$56,000)	(\$2,771,000)	\$2,000
% change	-1,318.94%	-135.71%	97.98%	-138,650.00%	-95.74%
% of sales	-88.31%	-6.18%	-2.53%	-133.67%	0.09%
change as % of incremental sales	n/m	n/m	1,967.39%	n/m	-8.12%
Tax expense \$	\$72,000	(\$49,000)	(\$21,000)	\$123,000	\$44,000
Effective tax rate	-4.02%	30.06%	26.92%	-4.68%	100.00%
Depreciation expense \$	\$34,000	\$28,000	\$42,000	\$24,000	\$52,000
% of sales	1.60%	1.31%	1.90%	1.16%	2.27%
% of capital expenses	106.25%	186.67%	233.33%	100.00%	273.68%
% of PP&E, net (annualized)	5.53%	4.58%	7.44%	4.60%	9.91%
Capital expenditures \$	\$32,000	\$15,000	\$18,000	\$24,000	\$19,000
% change	113.33%	-16.67%	-25.00%	26.32%	-22.81%
% of PP&E, net (annualized)	5.21%	2.45%	3.19%	4.60%	3.62%
% of working capital (annualized)	-3.82%	-4.25%	-5.62%	-8.99%	-12.67%
Interest coverage ratio	(15.07)	(0.05)	0.88	(27.02)	2.66
% change	-30,048.20%	-105.68%	103.26%	-1,114.76%	125.84%
Free cash flow \$ % change	(\$146,000) 33.64%	(\$220,000) 16.03%	(\$262,000) 15.21%	(\$309,000) -28.75%	(\$240,000) -164.29%
% cnange Source:	33.04% 10-0	10.03%	10-0	-28.75% 10-K	-764.29% 10-0
Source.	10-Q 11/4/2019	7/29/2019	4/29/2019	2/25/2019	10-Q 10/30/2018
	11/4/2019	112312013	7/27/2017	2/20/2019	10/00/2010

QUARTERLY LEVERAGE RATIOS

Recurring & Stockholders' significant negative equity declines tangible net worth steeply; turns indicated heightened negative creditor risk Leverage Ratios - Sequential Quarters (Thousands of U.S. Dollars) Period Ended 9/30/2018 9/30/2019 6/30/2019 3/31/2019 12/31/2018 Total debt \$ \$3,900,000 \$4,320,000 \$3,673,000 \$3,497,000 \$3,507,000 10.77% 5.03% -0.29% 1.36% % change 6.18% Stockholders' equity \$ (\$1,380,000) \$3.596.000 \$537,000 \$675,000 \$823,000 -356.98% -20.44% -17.98% -77.11% 0.84% % change Total debt to equity ratio n/a 7.26 5.44 4.25 0.98 % change 33.47% 28.06% 335.67% 0.52% n/a Tangible net worth \$ (\$3,505,000) (\$2.118.000) (\$3,115,000) (\$2,985,000) (\$2,840,000) -12.52% -4.36% -34.09% -51.39% % change -5.11% Total assets \$ \$8,754,000 \$9,998,000 \$10,029,000 \$9,440,000 \$12,056,000 % change -12.44% -0.31% 5.50% 6.24% -21.70% Total debt to assets ratio 0.49 0.39 0.37 0.29 0.37 % change 26.51% 6.53% -1.13% 27.33% -3.93% Tangible assets \$ \$6,342,000 \$6,629,000 \$6,346,000 \$6,369,000 \$5,777,000 % change 4.46% -0.36% 10.25% -8.91% -1.87%Short-term debt \$ \$4,320,000 \$449,000 \$216,000 \$38,000 \$42,000 % change 862.14% 0.00% 107.87% 468.42% -9.52% Short-term debt % of total debt 100.00% 11.51% 5.88% 1.09% 1.20% % change -9.27% 768.60% 95.77% 441.21% -1.34% Short-term debt % of working capital -82.33% -31.03% -15.66% -165.34% -98.10% -388.04% % change Reclassification of Total liabilities \$ \$9,461,000 \$9,354,000 \$10,134,000 all long-term debt 7.11% 1.14% 8.55% % change to current was due Total liabilities to equity ratio n/a 17.62 13.86 to going concern 32.35% % change n/a 27.14% doubt Total debt to EBITDA ratio (annualized) 11.34 n/a n/a % change n/a n/a n/a Source: 10-0 10-0 10-0 10-K 10-0 11/4/2019 7/29/2019 4/29/2019 2/25/2019 10/30/2018

QUARTERLY LIQUIDITY RATIOS AND RATES OF RETURN

Negative working capital	Liquidity Rat	ios - Sequer		ca &	Meager sh, quick, current ratios
Period Ended	9/30/2019	6/30/2019	3/31/2019	12/31/2018	9/30/2018
Current assets \$	\$3,486,000	\$3,239,000	\$3,239,000	\$3,033,000	\$3,352,000
% change	7.63%	0.00%	6.79%	-9.52%	-4.80%
% of short-term debt	80.69%	721.38%	1,499.54%	7,981.58%	7,980.95%
Current liabilities \$	\$8,733,000	\$4,686,000	\$4,618,000	\$4,217,000	\$4,304,000
% change	86.36%	1.47%	9.51%	-2.02%	14.19%
Working capital \$	(\$5,247,000)	(\$1,447,000)	(\$1,379,000)	(\$1,184,000)	(\$952,000)
% change	-262.61%	-4.93%	-16.47%	-24.37%	-283.87%
% of sales (annualized)	-61.85%	-16.93%	-15.59%	-14.28%	-10.40%
Cash \$	\$677,000	\$455,000	\$413,000	\$520,000	\$580,000
% change	48.79%	10.17%	-20.58%	-10.34%	-28.75%
% of short-term debt	15.67%	101.34%	191.20%	1,368.42%	1,380.95%
Cash ratio	0.08	0.10	0.09	0.12	0.13
% change	-20.19%	8.61%	-27.49%	-8.53%	-37.59%
Quick assets \$	\$2,529,000	\$2,234,000	\$2,240,000	\$2,001,000	\$2,251,000
% change	13.21%	-0.27%	11.94%	-11.11%	-12.48%
% of short-term debt	58.54%	497.55%	1,037.04%	5,265.79%	5,359.52%
Quick ratio	0.29	0.48	0.49	0.47	0.52
% change	-39.25%	-1.73%	2.23%	-9.27%	-23.36%
Current ratio	0.40	0.69	0.70	0.72	0.78
% change	-42.25%	-1.45%	-2.48%	-7.65%	-16.63%
Source:	10-Q 11/4/2019	10-Q 7/29/2019	10-Q 4/29/2019	10-K 2/25/2019	10-Q 10/30/2018

Unacceptable			/ 11/4	7 77	
ates of return	Rate of Retur	n - Sequen	T	S	
Period Ended	3 mos 9/30/2019	3 mos 6/30/2019	3 mos 3/31/2019	3 mos 12/31/2018	3 mos 9/30/2018
Return on equity	-348.79%	-19.56%	-6.80%	-77.06%	0.06%
% change	-1,683.58%	-187.40%	91.17%	-137,457.93%	-97.81%
Return on total assets	-19.98%	-1.32%	-0.58%	-25.78%	0.02%
% change	-1,415.44%	-129.13%	97.77%	-151,755.88%	-97.35%
Return on tangible assets	-28.87%	-2.08%	-0.92%	-45.73%	0.03%
% change	-1,290.50%	-125.17%	97.98%	-146,669.87%	-96.79%
Source:	10-Q 11/4/2019	10-Q 7/29/2019	10-Q 4/29/2019	10-K 2/25/2019	10-Q 10/30/2018

ANNUAL STATEMENT OF CASH FLOWS

Negative					
cash from		•			
operating					(IIII)
activities					(11111)
Stater	nent of Cash			ardized	
	(1 n	ousands of U.S. Do		10	10
Period Ended	12 mos 12/31/2018	12 mos 12/31/2017	12 mos 12/31/2016	12 mos 12/31/2015	12 mos 12/31/2014
r criou Eliucu	12/01/2010	12/01/2017	Reclassified	Restated	12/01/2014
			12/31/2017	12/31/2017	
Cash Flows from Operating Acti	vities:				
Net income	(\$2,678,000)	\$177,215	\$36,299	(\$8,839)	(\$65,394)
Depreciation/depletion	279,000	100,702	102,677	118,281	93,185
Deferred taxes	21,000	n/a	n/a	n/a	891
Non-cash Items	2,297,000	47,323	75,361	97,423	(25,296)
Changes in working capital	10,000	(189,436)	(36,158)	(151,593)	3,574
Total cash from operating	(71,000)	135,804	178,179	55,272	6,960
activities					
Cash Flows from Investing Activ		(110.011)	(000.070)	(100.054)	(001 107)
Capital expenditures	(86,000)	(118,811)	(228,079)	(102,851)	(321,187)
Other investing cash flow items, total	(2,562,000)	53,602	(2,727)	7,279	(87,815)
Total cash from investing	(2,648,000)	(65,209)	(230,806)	(95,572)	(409,002)
activities	(2,510,000)	(30,203)	(200,000)	(70,012)	(107,002)
Cash Flows from Financing Acti	vities:				
Financing cash flow items	(87,000)	(32,804)	(8,730)	(194)	(78,407)
Total cash dividends paid	(3,000)	n/a	n/a	n/a	n/a
Issuance/retirement of	276,000	(7,204)	(4,022)	(1,038)	(1,380)
stock, net				,	
Issuance/retirement of debt,	3,015,000	(234,799)	(103,020)	(26,938)	1,030,341
net Total cash from financing	3 201 000	(274 907)	(115 772)	(20 170)	050 554
activities	3,201,000	(274,807)	(115,772)	(28,170)	950,554
Foreign exchange effects	(45,000)	71	(913)	(2,779)	(1,905)
Net change in cash	437,000	(204,141)	(169,312)	(71,249)	546,607
Net cash-beginning balance	408,000	612,333	781,645	852,894	118,702
Net cash-ending balance	\$845,000	\$408,192	\$612,333	\$781,645	\$665,309
Supplemental Disclosures:					
Cash interest paid	\$212,000	\$49,636	\$46,693	\$40,690	\$28,390
Cash taxes paid,	\$141,000	\$44,821	\$37,710	\$40,560	\$26,661
supplemental					
Auditor/Opinion:	Deloitte &				
	Touche LLP				
4	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
Source:	10-K	10-K	10-K	10-K	10-K

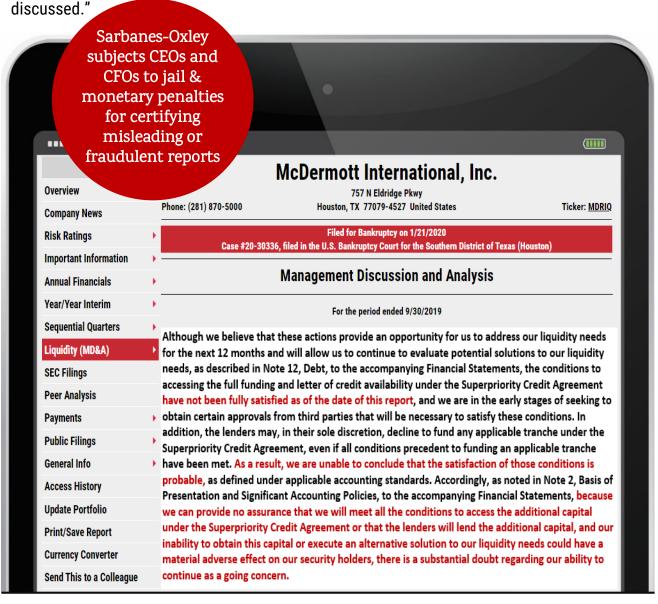
NEWS ALERTS: A TIMELINE OF CONCERNING NEWS ITEMS

	or 2019. The falling chare pr	ce shaved more than \$700 million off McDermott's market capitalization, which fell to ~ \$1 billion.
7/31/2019	CRMZ News Service	McDermott Bonds, Shares Plunge On Guidance Cut
	sheet by hiring external advis	nounced proactive measures to evaluate opportunities to improve its capital structure and the long-term health cors. Such a corporate action is a red flag and warranted creditors taking immediate action to reduce their
9/18/2019	CRMZ News Service	McDermott Enlists Turnaround Adviser After Guidance Cut
n November 1		rmott informed that it failed to make an interest payment of \sim \$69 million to holders of the Senior Notes due that uncertainty associated with their ability to meet their obligations as they become due raised substantial sing concern.
11/4/2019	CRMZ News Service	MCDERMOTT INTERNATIONAL INC: a Form 10-Q has been Filed with the SEC
		\$1 million, McDermott's CFO resigns to "pursue other opportunities" and a new CFO was appointed. Managemen s are often a red flag to heed.
11/5/2019	PR Newswire	McDermott Appoints Chris Krummel as Chief Financial Officer
		at the 9/30/2019 period end, to negative \$5 billion from negative \$952 million at the end of last year's same lities for the company's long-term liquidity needs.
11/6/2019	CRMZ News Service	McDermott International Inc updated financials available
		probed by the SEC, over disclosures about projected losses surrounding a liquefied natural gas project, until tage from investors who knew they were investing in a faltering business.
1/13/2019	CRMZ News Service	McDermott Investors Lent \$1.7 Billion Without Knowing of SEC Probe
he appointme	ent of new board members wi	th insolvency expertise was a sure warning sign of McDermott's bankruptcy filing potential.
1/26/2019	CRMZ News Service	McDermott Appoints Bankruptcy Vets To Its Board
	earance agreements may proposition to the detriment of th	vide the breathing space a borrower needs, more often than not, they are a means by which the lender e borrower.
12/2/2019	CRMZ News Service	McDermott gets access to financing, reaches forbearance
		that it was no longer in compliance with listing share price minimums and had 180 days to regain compliance. a serious sign of financial or managerial trouble.
2/13/2019	CRMZ News Service	MCDERMOTT INTERNATIONAL INC FILES (8-K) Disclosing Notice of Delisting or Failure to Satisfy a Continued Listing Rule or Standard; Transfer of Listing, Other Events
group of lend thin weeks.	ders engaged in talks to prov	ide a loan of ~\$2 billion to keep McDermott's operations running during its contemplated bankruptcy filing
2/30/2019	CRMZ News Service	Engineering Company McDermott In Bankruptcy Talks With Lenders
		saction, through a prepackaged Chapter 11 process financed by a debtor-in-possession ("DIP") financing of decisions McDermott might previously have made alone were now subject to court approval.
1/21/2020	PR Newswire	McDermott International, Inc. Announces Comprehensive Prepackaged Restructuring Transaction to De-Lever Balanc Sheet and Immediately Position Company for Long-Term Growth
cDermott Int	ernational, Inc. filed for bank	ruptcy

MANAGEMENT DISCUSSION AND ANALYSIS

One key feature of the CreditRiskMonitor service is the ability to quickly access a Company's Management Discussion and Analysis (MD&A) history.

The MD&A represents the thoughts and opinions of management, and provides a forecast of future operations, and therefore these statements can't typically be falsified. According to the Financial Accounting Standards Board (FASB), "MD&A should provide a balanced presentation that includes both positive and negative information about the topics



ABOUT THIS REPORT/CONTACT CREDITRISKMONITOR



CreditRiskMonitor is a financial risk analysis and news service that helps credit, supply chain and financial professionals stay ahead of and manage risk quickly, accurately and cost effectively. More than 35% of the Fortune 1000, plus over a thousand other large corporations worldwide, rely on our financial risk coverage of over 58,000 global public companies.

CreditRiskMonitor Bankruptcy Case Studies provide post-filing analyses of public company bankruptcies. Our case studies educate subscribers about methods they can apply to assess bankruptcy risk using CreditRiskMonitor's proprietary FRISK® score, robust financial database and timely news alerts.

Request a Personalized Demo and Risk Assessment

Read more Bankruptcy Case Studies, High Risk Reports and other resources

Contact us at: 845.230.3000 creditriskmonitor.com/contact-us