Shelf Drilling Q3 2021 Results Highlights

November 10, 2021

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‘’EBITDA’’ as used herein represents revenues less: operating expenses, selling, general and administrative expenses, (reversal of) / provision for doubtful accounts, share-based compensation expense, net of forfeitures, and other, net, and excludes interest expense and financing charges, interest income, income taxes, depreciation, amortization, loss on impairment and loss / (gain) on disposal of assets. ‘’Adjusted EBITDA’’ as used herein represents EBITDA as adjusted for the exclusion of acquired rig reactivation costs and restructuring costs. These terms, as we define them, may not be comparable to similarly titled measures employed by other companies and are not a measure of performance calculated in accordance with U.S. GAAP. EBITDA and Adjusted EBITDA should not be considered in isolation or as a substitute for operating income, net income or other income or cash flow statement data prepared in accordance with U.S. GAAP. We believe that EBITDA and Adjusted EBITDA are useful because they are widely used by investors in our industry to measure a company’s operating performance without regard to items such as interest, income tax expense, depreciation and amortization and other non-recurring expenses (benefits), which can vary substantially from company to company. EBITDA and Adjusted EBITDA have significant limitations, such as not reflecting our cash requirements for capital expenditures and deferred costs, contractual commitments, working capital, taxes or debt service. Our management uses EBITDA and Adjusted EBITDA for the reasons stated above. In addition, our management uses Adjusted EBITDA in presentations to our Board of Directors to provide a consistent basis to measure operating performance of management; as a measure for planning and forecasting overall expectations; for evaluation of actual results against such expectations; and in communications with equity holders, lenders, note holders, rating agencies and others concerning our financial performance.

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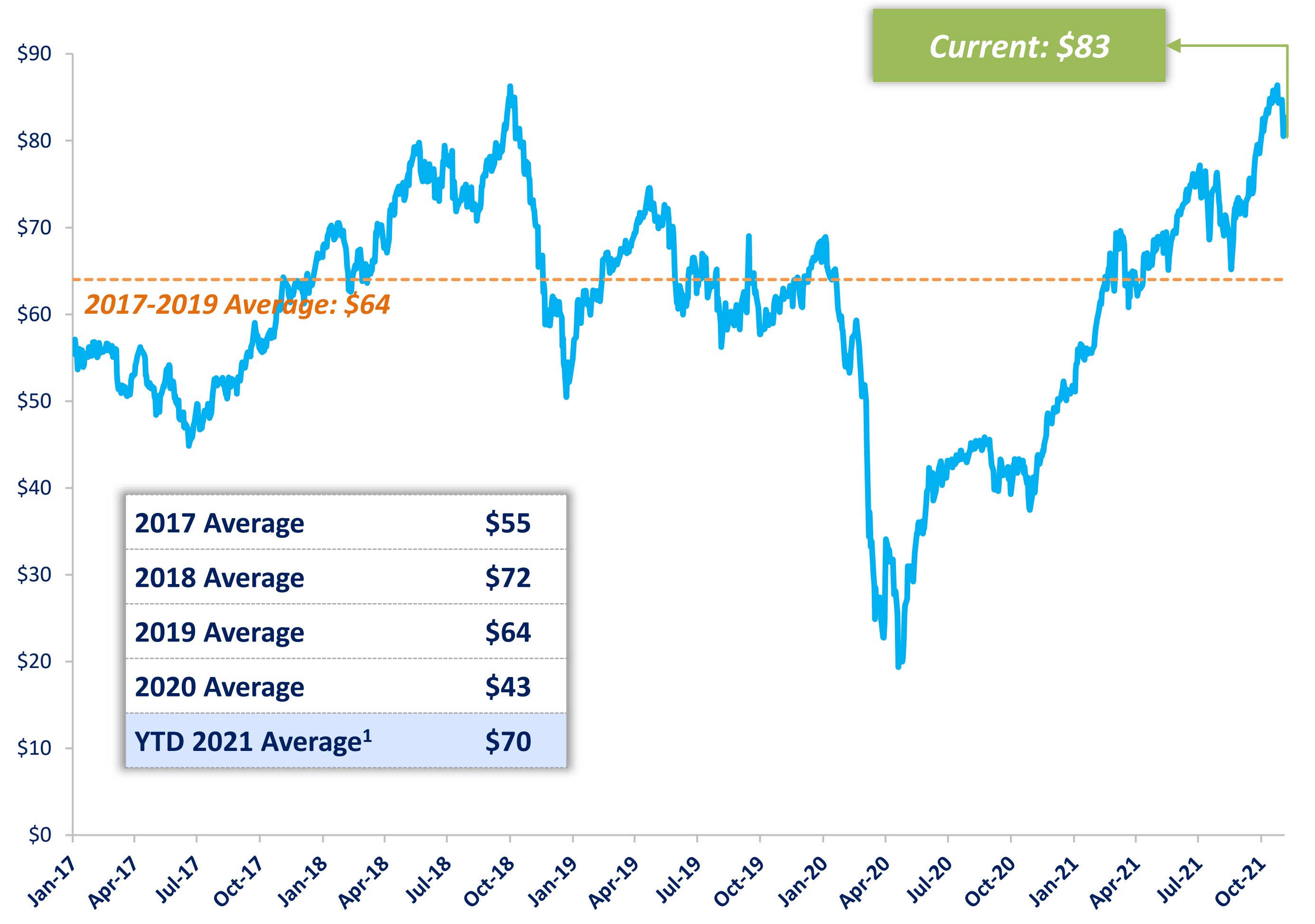
Oil Price Development

- Brent crude oil prices maintained a positive momentum through 2021, averaging $73 in Q3 and subsequently rallying above $80
- Acute energy shortages in many developed economies, higher than expected global crude inventory draw, and strict discipline seen in OPEC+ producers adhering to pledged production cuts have all spurred Brent prices
- Current oil prices provide meaningful support for shallow water production and demand for jack-ups
- Demand for oil and gas overall is recovering from the effects of COVID-19 and is currently outpacing the restoration of supply

Brent Oil Price ($/bbl)

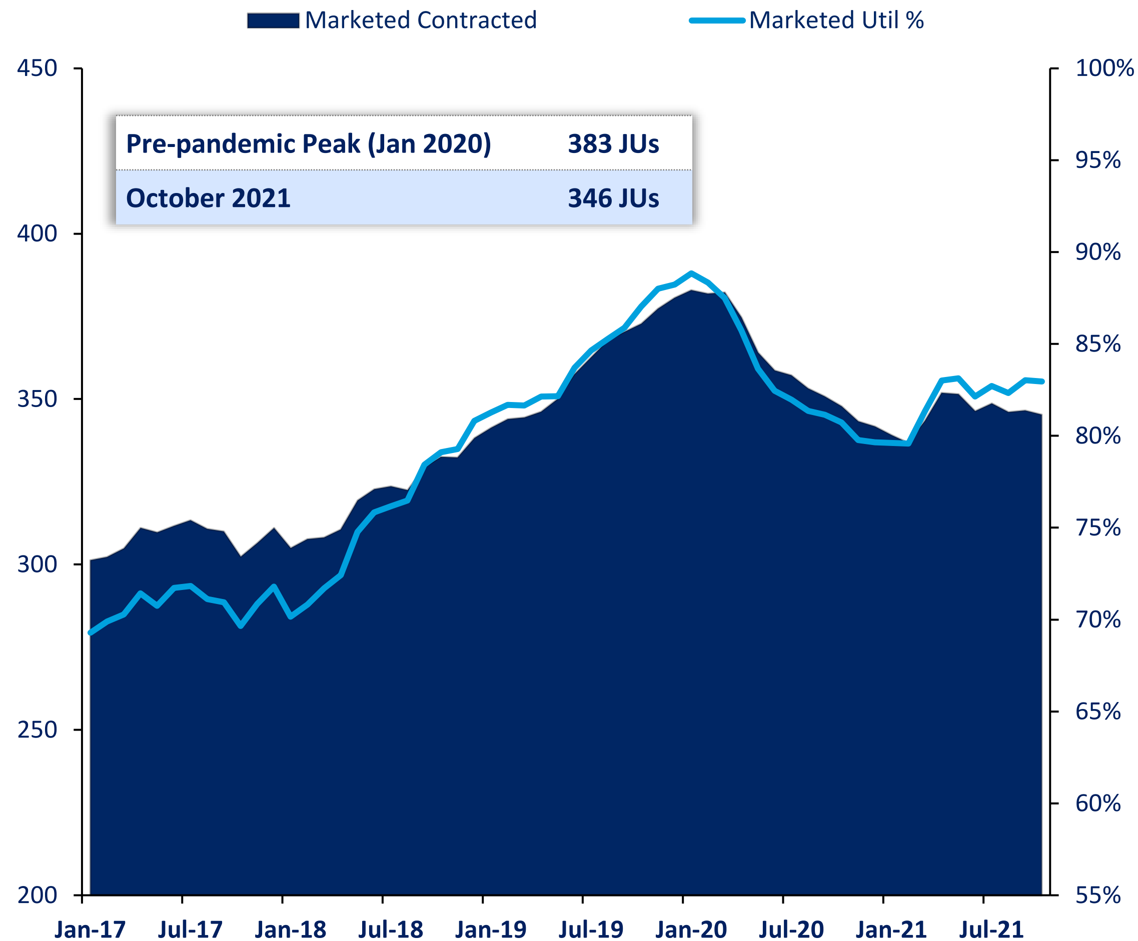


Source: Bloomberg, as of 5 November 2021.
Note (1): YTD 2021 Average Brent oil price based on 1 January 2021 to 5 November 2021.

Global Jack-up Fleet

- Global number of contracted jack-up rigs remains below the pre-pandemic level with
  - 383 rigs in January 2020
  - 346 rigs in October 2021
- Net supply reduction 33 jack-up rigs since Jan 2020 with
  - 18 newbuilds delivered
  - 51 retired
  - Marketed utilization fell from 89% to 83% in same period
- Oil price rebound has not yet translated into more rigs under contract nor notable improvements in pricing
- We do see a significant increase in tendering activities across all regions and expect pricing improvements to follow the near-term rise in activity / utilization

of Contracted Jack-ups[1]



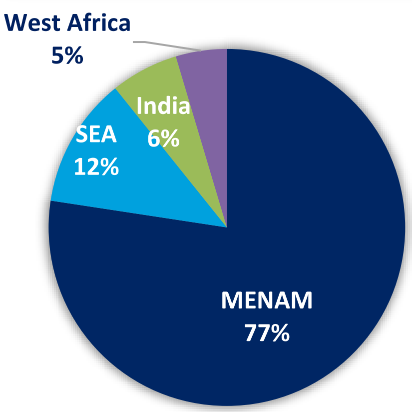
Source: IHS Petrodata, as of 31 October 2021
Note (1): Independent leg and cantilever (ILC) jack-up rigs only, excludes mat-supported

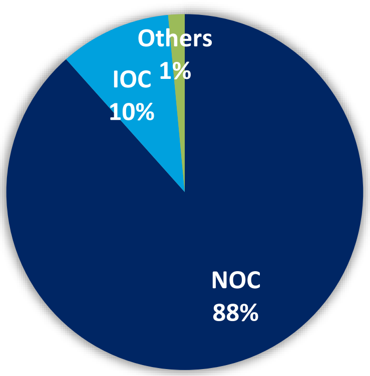
Fleet Status Summary

Fleet Status Summary *(As of 10 Nov 2021)*

	Contracted	Available	Total	% Contracted	Contract Expirations				
					Q4 2021	Q1 2022	Q2 2022	H2 2022	2023+
MENAM	**10**	**1**	**11**	**91%**	**1**	**2**	**-**	**1**	**6**
Arabian Gulf[1]	7	0	7	100%	-	1	-	1	5
NAF/Med[2]	3	1	4	75%	1	1	-	-	1
India	**8**	**1**	**9**	**89%**	**-**	**-**	**2**	**2**	**4**
West Africa	**5**	**1**	**6**	**83%**	**1**	**1**	**1**	**1**	**1**
SE Asia	**4**	**0**	**4**	**100%**	**-**	**1**	**2**	**1**	**-**
Total	**27**	**3**	**30**	**90%**	**2**	**4**	**5**	**5**	**11**

Total Backlog – $1,516 Million[3] *(As of 30 Sep 2021)*





Recent Developments

- Parameswara: Completed a contract with Adani in September 2021 and subsequently secured a three-year contract with ONGC India. New contract is expected to commence in January 2022.
- Compact Driller: Secured a four-well contract with Cairn India, expected to commence in November 2021.
- J.T. Angel: Commenced a contract with ONGC India in August 2021.
- Trident XII: Commenced a contract with ONGC India in October 2021.
- Main Pass I: Returned to operations with Saudi Aramco in October 2021 from suspension and planned maintenance.
- High Island VII & Randolph Yost: Rig sales and deliveries completed in August 2021 and October 2021, respectively.

Note (1): Arabian Gulf includes Saudi Arabia, UAE, Bahrain and Oman.
Note (2): North Africa & Mediterranean include Italy, Tunisia and Egypt operations.
Note (3): Does not include Compact Driller contract with Cairn India.

Investment Highlights

- Fit for Purpose Strategy Underpins Commitment to Sustainability
- Best in Class Operational Platform
- Strong Customer Relationships and Industry Leading Backlog
- Concentrated Exposure to Short Cycle, Low Cost, Low Carbon Activity
- Full Cycle Financial Resilience and Balance Sheet Management
- Well-Positioned to Benefit from Recovering Commodity Price

Q3 2021 Results

Shelf Drilling Q3 2021 Results Highlights

Results of Operations

(In thousands USD)	Q2 2021	Q3 2021
Revenues	**$130,510**	**$130,261**
Operating Costs & Expenses		
Operating and maintenance	81,737	84,478
Depreciation	16,264	16,508
Amortization of deferred costs	9,720	8,612
General and administrative	14,562	12,012
(Gain) / loss on disposal of assets	(139)	268
Operating income	**8,366**	**8,383**
Other Expense, Net		
Interest expense and financing charges, net of interest income	(26,695)	(26,632)
Other, net	151	136
Loss Before Income Taxes	**(18,178)**	**(18,113)**
Income tax expense	4,461	4,276
Net Loss	**$(22,639)**	**$(22,389)**

Revenue Summary

- $0.2 million, or 0.2%, sequential decrease in revenues:
  - Average dayrate increased 4.9% to $63.0 thousand in Q3 2021 from $60.1 thousand in Q2 2021
  - Effective utilization decreased to 68% from 71%, mainly due to:
    - Completion of two contracts in the UAE (Compact Driller and High Island VII) and one in India (Harvey H. Ward) and planned out of service time for one rig in Saudi Arabia (High Island IX)
    - Partially offset by the completion of an out of service project for one rig in Saudi Arabia (High Island II) and the start of a new contract for one rig in India (J.T. Angel)
- Sequential revenue increase in Nigeria, Thailand and Saudi Arabia partially offset by declines in UAE and India

	Q2 2021	Q3 2021
Operating Data		
Average marketable rigs[1]	31.0	30.5
Average dayrate[2] (in thousands USD)	$60.1	$63.0
Effective utilization[3]	71%	68%
Revenue *(in thousands USD)*		
Operating revenues – dayrate	$121,074	$119,805
Operating revenues – others	6,912	7,028
Other revenues	2,524	3,428
Total Revenues	**$130,510**	**$130,261**

Note (1): ''Marketable rigs'' are defined as the total number of rigs excluding: (i) rigs stacked and / or held for sale (ii) rigs under non-drilling contracts and (iii) newbuild rigs under construction.
Note (2): ''Average dayrate'' is defined as the average contract dayrate earned by marketable rigs over the reporting period excluding mobilization fees, contract preparation, capital expenditure reimbursements, demobilization, recharges, bonuses and other revenues.
Note (3): ''Effective utilization'' is defined as the actual number of calendar days during which marketable rigs generate dayrate revenues divided by the maximum number of calendar days during which those same rigs could have generated dayrate revenues.

Operating Expense Summary

- Operating and maintenance of $84.5 million in Q3 2021, higher by $2.8 million versus Q2 2021:
  - Higher maintenance and shipyard expenses for two rigs in India (Trident XII and Parameswara) and one rig in west Africa (Shelf Drilling Mentor) preparing for new contracts
  - Partially offset by reduced expenses from the sale of a rig in the UAE (High Island VII) in August 2021
- General and administrative expenses of $12.0 million in Q3 2021 compared to $14.6 million in Q2 2021:
  - Included a $0.1 million provision for doubtful accounts recorded in Q3 2021 as compared to $2.5 million in Q2 2021
  - Included $0.8 million in Q3 2021 of non-cash share-based compensation expense as compared to $1.1 million in Q2 2021

	Q2 2021	Q3 2021
Operating Expenses *(in thousands USD)*		
Rig operating costs	$73,424	$75,954
Shore-based costs	8,313	8,524
Operating and maintenance	**$81,737**	**$84,478**
Corporate G&A	$11,022	$11,140
Restructuring costs in G&A	8	-
Provision for doubtful accounts, net	2,481	120
Share-Based Compensation	1,051	752
General & administrative	**$14,562**	**$12,012**

Adjusted EBITDA Reconciliation

(In thousands USD)	Q2 2021	Q3 2021
Net Loss	**$(22,639)**	**$(22,389)**
Add Back		
Interest expense and financing charges, net of interest income [1]	26,695	26,632
Income tax expense	4,461	4,276
Depreciation	16,264	16,508
Amortization of deferred costs	9,720	8,612
(Gain) / loss on disposal of assets	(139)	268
EBITDA	**$34,362**	**$33,907**
Restructuring costs [2]	8	-
Adjusted EBITDA	**$34,370**	**$33,907**
Adjusted EBITDA margin	**26.3%**	**26.0%**

Note (1): "Interest expense and financing charges, net of interest income'' is defined as interest expenses incurred and accrued on our debt and the amortization of debt issuance fees and costs over the term of the debt, net of interest income.

Note (2): ''Restructuring costs'' is defined as certain one-time expenses related to cost saving and restructuring measures and third-party professional services.

Capital Expenditures and Deferred Costs Summary

- Capital Expenditures and Deferred Costs excluding rig acquisitions totaled $36.2 million in Q3 2021, up $9.9 million from Q2 2021 primarily as a result of:
  - Higher contract preparation costs for a contract in Angola (Shelf Drilling Tenacious)
  - Increased shipyard activity for two rigs in Saudi Arabia (Main Pass I and High Island IX)
  - Higher spending on fleet spares
  - Partially offset by lower shipyard costs for one rig in Saudi Arabia (High Island II) and one rig in Nigeria (Shelf Drilling Resourceful) that resumed operations in Q2 2021

(In thousands USD)	Q2 2021	Q3 2021
Capital Expenditures and Deferred Costs:		
Regulatory and capital maintenance [1]	$17,208	$20,288
Contract preparation [2]	7,113	10,796
Fleet spares and other [3]	1,986	5,122
	$26,307	$36,206
Rig acquisitions [4]	184	39
Total Capital Expenditures and Deferred Costs	**$26,491**	**$36,245**
Reconciliation to Statements of Cash Flow		
Cash payments for additions to PP&E	$7,731	$7,635
Net change in accrued but unpaid additions to PP&E	(2,922)	5,097
Total Capital expenditures	$4,809	$12,732
Changes in deferred costs, net	$11,962	$14,901
Add: Amortization of deferred costs	9,720	8,612
Total deferred costs	$21,682	$23,513
Total Capital Expenditures and Deferred Costs	**$26,491**	**$36,245**

Note: (1): "Regulatory and capital maintenance" includes major overhauls, regulatory costs, general upgrades and sustaining capital expenditures on rigs in operation.
Note: (2): "Contract preparation" includes specific upgrade, mobilization and preparation costs associated with a customer contract.
Note: (3): "Fleet Spares and Others" includes: (i) acquisition and certification costs for the rig fleet spares pool which is allocated to specific rig expenditures as and when required by that rig, which will result in an expenditure charge to that rig and a credit to fleet spares and (ii) office and infrastructure expenditure.
Note: (4): "Rig acquisitions" include all capital expenditures and deferred costs associated with the acquisition and readiness projects for the Shelf Drilling Enterprise acquired in January 2020.

Capital Structure Summary

(In millions USD)	YE 2020	Q1 2021	Q2 2021	Q3 2021
Cash and Cash Equivalents	$73	$287	$286	$251
Total Long-lived Assets [1]	1,168	1,156	1,156	1,160
Total Assets	**$1,516**	**$1,632**	**$1,635**	**$1,608**
8.25% Senior unsecured notes due 2025 [2]	$891	$892	$892	$892
8.875% Senior secured notes due 2024 [3]	-	296	298	299
8.75% Senior secured notes due 2024 [4]	78	-	-	-
RCF Drawdowns due 2023	55	-	-	-
Total Debt	**$1,024**	**$1,188**	**$1,190**	**$1,191**
Net Debt	$951	$901	$904	$940
Total Equity	$289	$274	$252	$230

- LTM Adjusted EBITDA of $146.6 million and Net Leverage ratio of 6.4x as of September 30, 2021
- Total restricted cash securing bank guarantees was $25.9 million at September 30, 2021 compared to $24.5 million at June 30, 2021
- Total shares outstanding of 136.9 million as of September 30, 2021
  - Primary insiders: 66.2 million or 48.4%, consisting primarily of China Merchants: 26.8 million (19.5%), Castle Harlan: 19.7 million (14.4%) and Lime Rock: 17.2 million (12.6%)

Note (1): "Total Long Lived Assets" are defined as property plant and equipment, right-of-use assets and short term and long term deferred costs. This excludes assets held for sale.
Note (2): Reflects carrying value. Principal value is $900.0 million.
Note (3): Reflects carrying value. Principal value is $310.0 million.
Note (4): Reflects carrying value. Principal value was $80.0 million for YE2020.

Free Cash Flow Summary

- Q3 2021 Adjusted EBITDA of $33.9 million and Adjusted EBITDA Margin of 26%
- Cash and cash equivalents decreased by $34.3 million to $251.3 million during Q3 2021 mainly due to:
  - Increased spending on capital expenditures and deferred costs (excluding rig acquisitions) of $36.2 million in Q3 2021 as compared to $26.3 million in Q2 2021
  - Cash interest payment of $37.1 million during Q3 2021 (August 2021) as compared to no cash interest payment during Q2 2021 on the Senior Unsecured Notes, due 2025
  - Partially offset by the sale of High Island VII completed in Q3 2021 for net proceeds of $3.9 million as compared to sale of Trident 15, Key Hawaii and Galveston Key completed in Q2 2021 for net proceeds of $1.4 million, and a reduction in other working capital balances during Q3 2021

Quarterly Cash Flow Summary ($MM)	Q2 2021	Q3 2021
Adjusted EBITDA	**$34.4**	**$33.9**
Adjustments	-	-
EBITDA	**$34.4**	**$33.9**
Interest expense, net of interest income	(26.7)	(26.6)
Income tax expense	(4.5)	(4.3)
Capital expenditures and deferred costs [1]	(26.3)	(36.2)
Sub-Total	**$(23.1)**	**$(33.2)**
Growth Projects		
Capex / Deferred Costs: Rig Acquisitions	(0.2)	-
Rig Sale Net Proceeds	1.4	3.9
Working Capital Impact		
Interest payable	25.4	(11.7)
Other	(2.8)	8.5
Net proceeds from issuance of debt [2]	(1.9)	(1.8)
Repayment of long-term debt	(0.1)	-
Repayment of RCF	(0.4)	-
Net Change in Cash and Cash Equivalents	**$(1.7)**	**$(34.3)**
Beginning Cash	287.3	285.6
Ending Cash and Cash Equivalents	**$285.6**	**$251.3**

Note (1): Excludes rig acquisitions.
Note (2): Payments of debt financing costs relating to the $310.0 million aggregate principal amount of 8.875% Senior Secured Notes due 2024.

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