# **Shelf Drilling Presentation**

SHELF

David Mullen – CEO, Greg O'Brien – EVP & CFO

Investor Presentation | Oslo

October 2022



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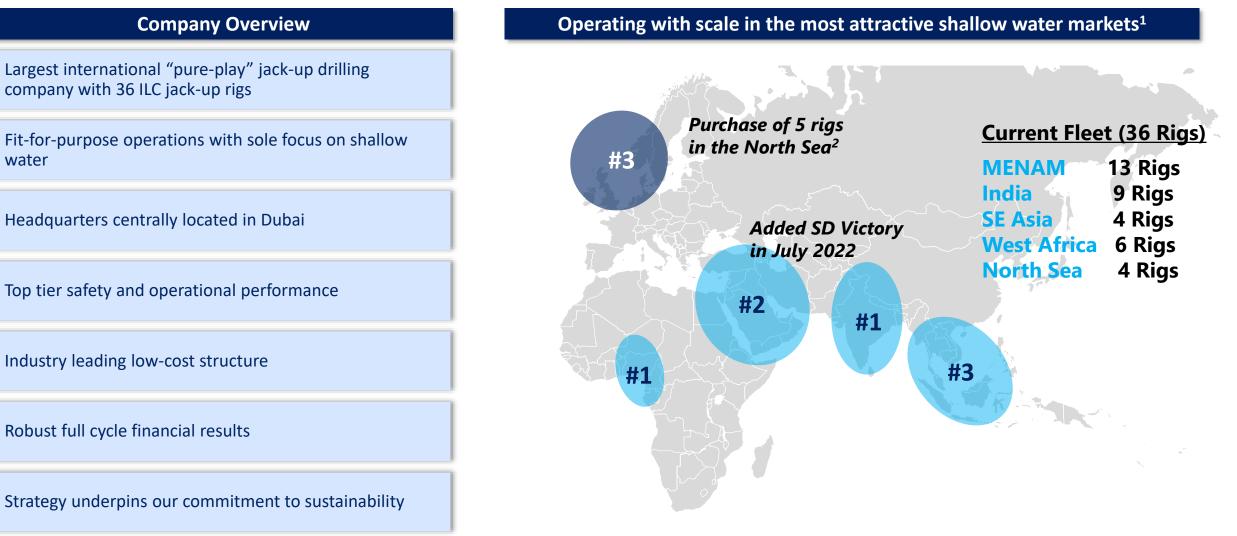
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#### Shelf Drilling is Market Leader in Core Jack-up Regions

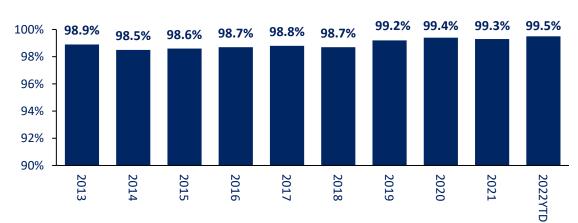




Note (1): Number (#) represents Shelf Drilling's operating position – based on number of active jack-up drilling rigs excluding those of state-owned companies, source: IHS Petrodata as of 10 October 2022. Note (2): Houston Colbert recently mobilized to the Middle East

#### **Our Operating Platform Creates Differentiation**





Safety Track Record (TRIR<sup>1</sup>)

0.54

0.25

2017

-Global IADC Average

0.63

0.19

2019

0.19

2020

0.68

0.23

2018

# Average Fleet Uptime Track Record

#### Operational excellence made possible through



Centralized organization and oversight

3

1

2

Fit-for-purpose processes and systems

# 4

0.58

0.12

2022YTD

0.57

0.16

2021

#### Lean and flat management structure

Note (1): Total recordable incident rate (incidents per 200,000 man-hours)

2014

1.0

0.8

0.6

0.4

0.2

0.0

0.81

.69

2013

0.48

0.75

Note (2): For offshore employees, as of 31 December 2021. Excludes rigs working in UAE and Italy

Shelf Drilling

0.46

0.25

2016

0.6

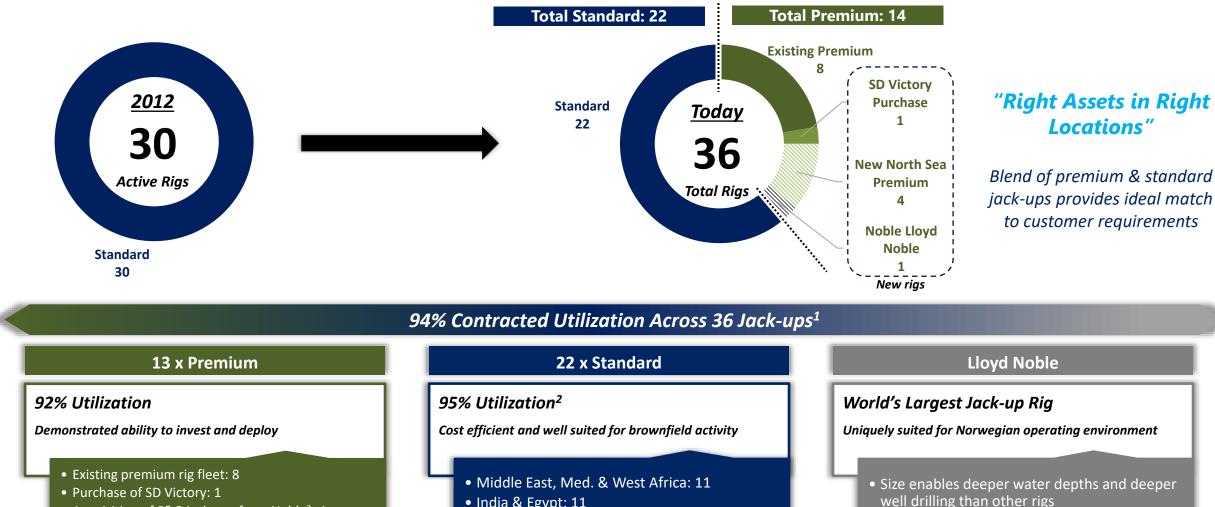
0.22

2015

Source: International Association of Drilling Contractors (IADC) information as of 31 March 2022 and Shelf Drilling data as of 30 June 2022

#### Strategic Evolution and Transformation of Jack-up Fleet

Note (1): As of October 11, 2022, includes recent contract awards for Shelf Drilling Victory in the Middle East and Trident VIII in West Africa



• Acquisition of F&G jack-ups from Noble<sup>2</sup>: 4

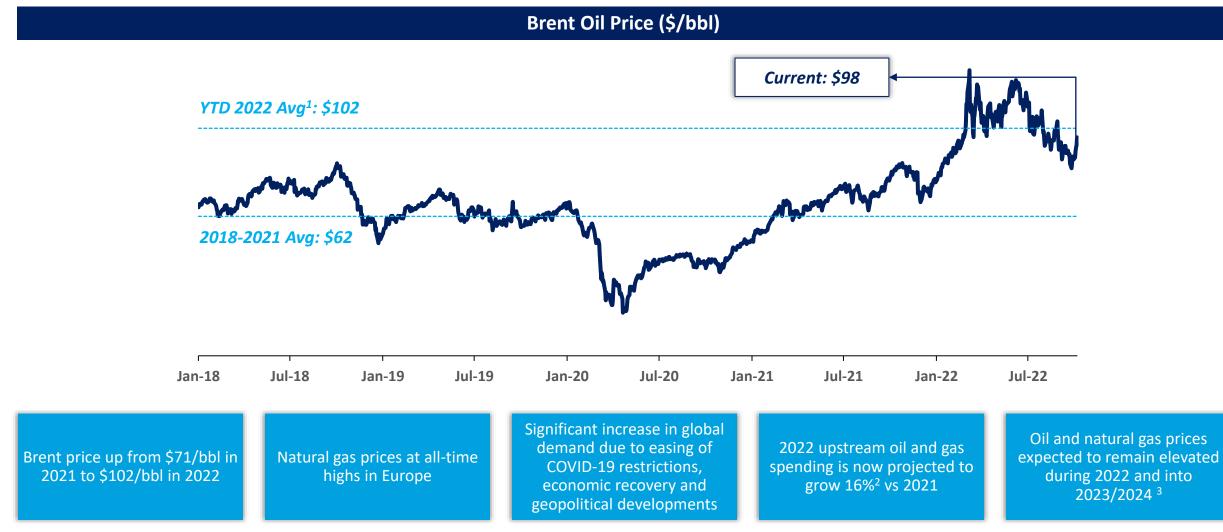
Note (2): Excluding Noble Lloyd Noble

• India & Egypt: 11

Oct 2022

#### Oil and Natural Gas Prices Supportive for Improved Activity





Source: Bloomberg, as of 10 October 2022

Note (1): YTD 2022 Average Brent oil price based on 1 January 2022 to 10 October 2022

Note (2): Source: Rystad Energy ServiceCube

Note (3): Source: Industry forecasts, including a recent forecast from the World Bank



#### Middle East Has Transformed the Global Jack-up Market

#### Substantial Increase in Middle East Jack-up Demand

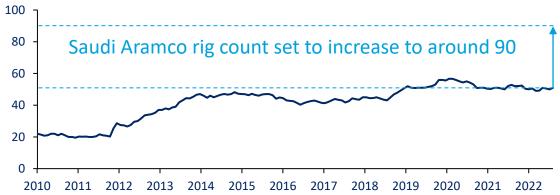
Global jack-up demand	Global number of contracted jack-ups increased from 350 in January 2022 to 380 in October 2022 with utilization moving higher - beginning to see strong upward dayrate momentum on new contracts	450 400 - 350 -
Shallow water production	Increased production targets across Middle Eastern countries on the back of global energy security need, driven by wells in offshore shallow waters	300 - 250 -
Incremental activity	Saudi Aramco has recently contracted ~30 incremental rigs and has two ongoing tenders for additional rigs	Number of
Shadow supply removal	Incremental rigs contracted are mostly rigs that were stacked, removing the sidelined capacity in the jack-up market	100 80 - 60 - 40 -
SHELF DRILLING	Key provider of jack-ups in the Middle East and elsewhere with strong client relationships	20 -

**Recovery In Jack-up Demand Accelerating** 



#### **Considerable Fleet Increase from Saudi Aramco**





Source: Saudi Aramco, Joint Organizations Data Initiative, IHS Petrodata

# Rig Demand Inflection in the North Sea



Stro	ong Demand Drivers in the North Sea	2023 Bidding Levels Seeing Dayrates at \$120-130k
Energy security	European energy security in focus following geopolitical environment and high oil and gas prices	US\$k North Sea excl. Norway jack-up fixtures <sup>1</sup>
Investment Decisions Reversed	Several fields previously planned were denied FID, such as the Cambo and Jackdaw fields, are reconsidered, with more field developments likely to follow	250 - 200 -
Strong utilization	Ramp up in the Middle East market is attracting rigs from the North Sea, resulting in a tighter market	150 2023 bidding levels
High bidding levels	Bidding levels for 2023 observed higher, seeing dayrates at \$120- 130k	
		2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023

Note (1): Excludes CJ70 and N Class fixtures

Source: IHS Petrodata (underlying data), DNB Markets (further calculations), Rystad Energy

# Excess Jack-Up Supply Has Disappeared



Middle East rig count has reached	Decienc	Contracte	Contracted Jack-ups		
new highs	Regions	Apr-14	Oct-22	Prior Peak	
Significant further increases	Middle East	127	144	17	
expected in years ahead	India	32	33	1	
	Vest Africa	20	13	-7	
	SE Asia	67	39	-28	
Other markets (West Africa, SE	North Sea	46	31	-15	
Asia, North Sea and Mexico) still	Mexico	50	35	-15	
well below prior peaks	US GOM	15	4	-11	
<ul> <li>Demand likely to accelerate with current energy backdrop</li> </ul>	China	30	56	26	
with current energy backarop	Sub-Total	387	355	-32	
	Total Under Contract	429	380	-49	
	Available	24	41	17	
Matarial radiustian in supply aver	Total Active Supply	453	421	-32	
Material reduction in supply over last 8 years	% Marketed Utilization	95%	90%	0	
	Under Construction	141	25	-116	

Source: IHS Petrodata as of 10 October 2022. Excludes Cold Stacked Rigs (48 today that are mostly considered non-competitive)

### Shelf Drilling North Sea: Key Highlights





Unique Acquisition Opportunity at an Attractive Price Relative to the Current Rig Market

High-specification and Well-Maintained Fleet

All 5 Rigs on Contract from Day 1 and Positioned for Further Backlog Growth

Strong Underlying Market Fueled by the Demand For Energy Security

Attractive Pricing Providing Significant Value Uplift Potential

#### Five High-specification Harsh Environment Rigs in Excellent Condition



	Tier 1 in Norway	Tier	Tier 1 in the North Sea and Middle East		
	Lloyd Noble	Houston Colbert	Sam Turner	Sam Hartley	Hans Deul
Will be renamed <sup>1</sup>	Shelf Drilling Barsk	Shelf Drilling Odyssey	Shelf Drilling Winner	Shelf Drilling Fortress	Shelf Drilling Perseverance
Build year	2016	2014	2014	2014	2008
Rig design	GustoMSC CJ70	F&G JU3000N	F&G JU3000N	F&G JU3000N	F&G JU2000E
Build cost	US\$ 770m	US\$ 235m	US\$ 235m	US\$ 245m	US\$ 153m
Water depth	500 ft	400 ft	400 ft	400 ft	400 ft
Variable deck load	8,800 tons	7,150 tons	7,150 tons	7,150 tons	5,500 tons
Hook load	2,000 kips	2,500 kips	2,500 kips	2,500 kips	1,500 kips
Cantilever envelope	110 ft x 74 ft	75 ft x 30 ft	75 ft x 30 ft	75 ft x 30 ft	75 ft x 30 ft
Quarters capacity	140	150	150	150	118

Source: Noble Corp., IHS Petrodata

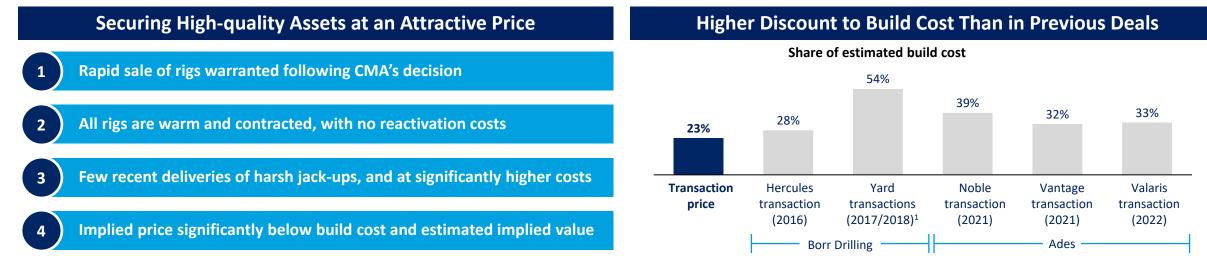
Note (1): Rig renaming process underway

Note: All rigs have maximum drilling depth capability of 30,000+ ft and are equipped with 15k psi well control equipment

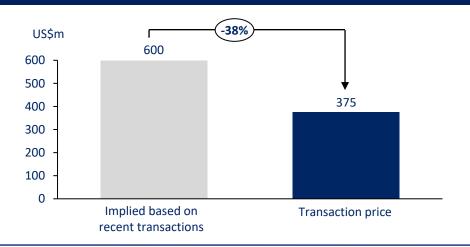
Note: All rigs constructed at Jurong Shipyard, except NHD at DSIC

#### **Opportunistic Acquisition at Attractive Economics**

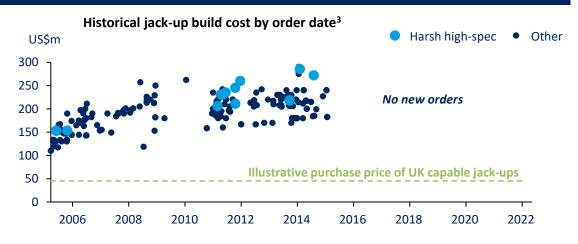




#### Significant Discount to Estimated Implied Value



#### No New Orders in Over 7 Years<sup>2</sup>



Note (1): Average of the Transocean, PPL and Keppel transactions

Note (2): Excludes CJ70 designs, N Class designs and non-competitive rigs

Source: Company, IHS Petrodata (underlying data), Rystad RigCube (underlying data), DNB Markets (further calculations)

#### Simple Financing Structure and Modest Leverage at SDNS

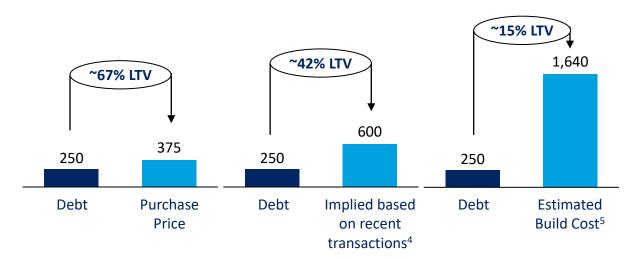


#### Transaction Sources & Uses (US\$MM)

Sources	
SHLF Equity Raise (60%)	\$ 50
SHLF Cash on Hand	\$ 70
SDNS Equity Raise (40%)	\$ 80
Total Equity (100mm shares)	\$ 200
Bond Issue	\$ 250
Total Sources	\$ 450

Uses	
5x Rig Purchase	\$ 375
Transaction Costs <sup>1</sup>	\$ 15
Start-up Related Capex <sup>2</sup>	\$ 20
Working Capital <sup>3</sup>	\$ 20
Cash on Hand	\$ 20
Total Uses	\$ 450

#### Low Loan-To-Value ("LTV") Ratio at Different Rig Values



- On September 26, 2022, Shelf Drilling North Sea completed the issuance of US\$ 250 million of 10.25% Senior Secured Notes due October 31, 2025
- Notes benefit from material over-collateralization, meaningful equity cushion and low leverage relative to peer structures
- Excess cash raised for working capital needs and one-time start-up related capex, as well as ample liquidity for the SDNS balance sheet

Note (1): Includes 3% original issue discount on bond issue and other fees and expenses associated with equity and debt offerings at SDNS

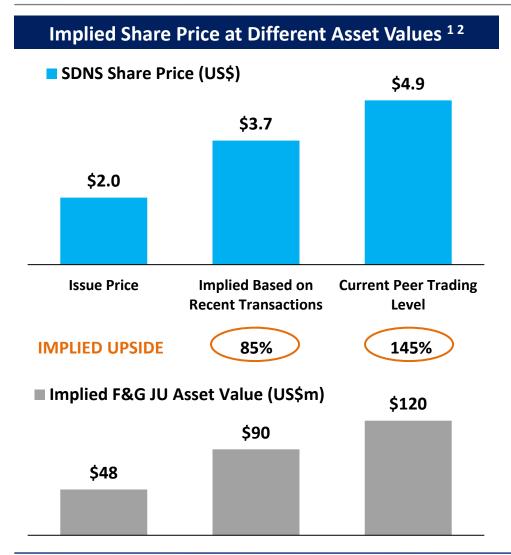
Note (2): Includes costs associated with transition and rig intake/integration as well as planned purchase of spare capital equipment to support the rigs in operation. Some costs may not be incurred immediately and may be deferred by up to 12 months post closing

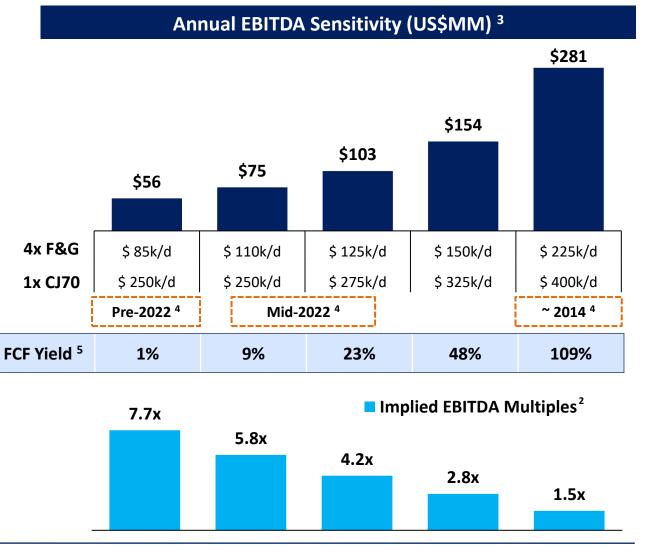
Note (3): Estimate for initial working capital build; transaction structured as acquisition of assets

Note (4): Assumes US\$ 240m for Noble Lloyd Noble based on third party broker valuation and US\$ 90m each for the four other jack-up based on a review of recent transactions (please refer to slide 38 for more details). Note (5): Assumes estimated build cost of ~US\$ 770m for the Noble Lloyd Noble and ~US\$ 218mm average for the other four jack-up rigs, per Noble and IHS Petrodata.

#### Upside Potential from Asset Values and Earnings Capacity







Note (1): Assumes US\$ 240mm for Noble Lloyd Noble based on third party broker valuation from early 2022

Note (2): Reflects US\$ 230mm net debt and 100mm shares oustanding

Note (3): Illustrative EBITDA based on an estimated average Opex ex. G&A of US\$ 155k/day for CI70 and US\$ 60k/day for the 4x F&G jack-ups. Assumes 3% other revenue. G&A estimated at \$15MM/year.

Note (4): Observed market rates at different points in time based on management estimates. Does not reflect actual contract rates for SDNS rigs

Note (5): Illustrative based on assumed US\$ 22mm of average maintenance capex annually, income tax expense at 3.5% of revenue and cash interest of US\$26mm per year. No assumption made for working capital

# SHELF DRILLING

### Shelf Drilling Victory Acquisition & Contract Award

#### Shelf Drilling Victory is a Premium High-spec Jack-up Rig

Build Year	2008
Rig Design	Baker Marine Pacific Class 375
Yard	PPL Shipyard
Current Location	UAE
Water Depth	375 ft
Variable Deck Load	3,318 tons
Drilling Depth	30,000 ft
Hook Load	1,600 kips
Cantilever Length	70 ft
BOP Rating	10k psi
Quarters Capacity	120

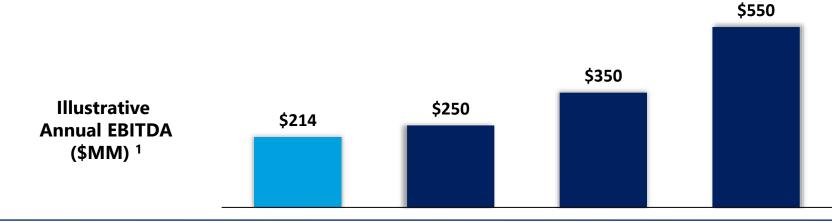


<b>\$80MM</b>	<b>\$236MM</b>	<b>~2.8x</b>
Total Rig Cost	Contract Value	EBITDA Multiple
<ul> <li>\$30MM purchase closed in July 2022</li> <li>\$50MM estimated all-in incremental investment for reactivation and contract specific requirements</li> </ul>	<ul> <li>5-year contract award in Middle East</li> <li>Expected commencement late March 2023</li> <li>Additional two-year option at higher pricing level</li> </ul>	<ul> <li>Significant cash flow generation from current contract well in excess of total investment</li> <li>Focus on disciplined approach to capital spending and generating returns for investors</li> </ul>

#### Shelf Drilling Provides Attractive Exposure to a Tightening Market



	H1 2022 Run Rate	Illustrative Higher Dayrate Scenarios			
Marketable Rigs	30	31	31	31	
Effective Utilization	81%	85%	85%	85%	
Average Dayrate (US\$k/day)	\$62	\$70	\$80	\$100	
Approximate Rates (US\$k/d)					# of Rigs
Premium	~\$85	~\$95	~\$105	~\$135	9
Standard (ME/Med/WAF)	~\$70	~\$75	~\$90	~\$105	11
Standard (India/Egypt)	~\$40	~\$45	~\$50	~\$65	11



Note (1): Other revenue 10% of Total Revenue in H1 2022; assumed to be 5% in other scenarios. O&M expenses assume 10% increase relative to H2 2021 run-rate as per disclosure on prior earnings calls, plus further 5% increase assumed for inflation and addition of two rigs in 2023 (SDV & HHW inactive during 2022). G&A expenses of \$50MM annually in all scenarios. Excludes impact of SDNS







Further margin uplift from addition of SD Victory starting Q2 2023



Anticipate declines in net leverage as a result



Addition of Shelf Drilling North Sea business creates significant flexibility

Jun-22 Cash <sup>1</sup>	\$220
Balance Payment for SDNS (Oct-22) <sup>1</sup>	(\$83)
Balance Payment for SDV (Jul-22) <sup>1</sup>	(24)
SDV Reactivation (Aug-22 to Mar-23)	(50)
Sub-Total	(\$157)
Illustrative PF Cash	\$64
Gross Debt	\$1,210
Illustrative PF Net Debt	\$1,147
Target 2024 EBITDA (31 Rigs)	\$300 - 350
Implied Leverage <sup>2</sup>	~3.5x

Note (1): Deposits totaling \$43.5 million paid in June 2022 (\$6.0 million for SD Victory and \$37.5 million for transaction with Noble) Note (2): Excluding positive impact of free cash flow generation prior to 2024 and excludes consolidated impact of Shelf Drilling North Sea business

### Shelf Drilling: Key Highlights





Fit for Purpose Strategy Underpins Commitment to Sustainability

**First 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 Higher Commodity Prices



#### Our Strategy Underpins Our Commitment to Sustainability





At Shelf Drilling, we define sustainability as achieving commercial profitability in a way that is consistent with our fundamental ethical values and with respect for individuals, the environment and society.

<b>TRIR: 0.16 for 2021</b> Best safety performance in Company's history	<b>~3,100 employees</b> 44 Nationalities	<b>25% females</b> (shore-based and corporate employees)	<b>88%</b> National Content <sup>1</sup>	Zero Tolerance for Corruption
New Sustainability Webpage Enhanced ESG Reporting	<b>Grade A-</b> ESG100 Rating <sup>2</sup>	<b>Grade B-</b> CDP Climate Change Rating <sup>3</sup>	Leading position in low CO <sub>2</sub> intensity regions	Well placed to grow asset retirement business

Shelf positioned to manage the risks and opportunities associated with climate change

- $\gg$  Combination of shallow water drilling and being located in the Middle East  $\rightarrow$  low CO<sub>2</sub> intensity<sup>4</sup>
- >> Increasing focus of operators on well decommissioning  $\rightarrow$  Shelf well placed to grow asset retirement business



Note (1): For offshore employees, as of 31 December 2021. Excludes rigs working in UAE and Italy.

Note (2): Annual review of the sustainability reporting of the 100 largest companies by market value listed on the Oslo Stock Exchange. Based on publicly available information from websites, annual reports and sustainability reports. Companies assessed on transparency of 13 ESG factors.

Note (3): The Carbon Disclosure Project ("CDP") rated Shelf Drilling B- on climate change for calendar year 2021, a half grade improvement over C rating in 2020. Note (4): Source: Rystad Energy

# Sustainability Journey: 2020 – YTD 2022



# 2020

- Completed **TCFD<sup>1</sup> review**
- Increased scope of emissions data capture (updated Scope 1 and included Scope 2 and Scope 3 data)
- Launched Sustainability Report 2019 & Webpage
- Submitted disclosure to Carbon Disclosure Project (CDP)

#### 2021

- Integrated TCFD<sup>1</sup> risks into Enterprise Risk Management System (ERM)
- 2021 Sustainability Goals
  - Employee Awareness & Engagement
  - Reliable Data & Metrics
  - Power Management Plan & Fuel Consumption
  - Waste Management
- Setting science-based emissions reduction targets for 2022+

# 2022

- Ambition of reducing 2021 average daily per rig Scope 1 emissions by 20% over the next 5 years
- Target to reduce the average daily per rig Scope 1 emissions by 4% in the Q4 2022 compared to the 2021 average.
- Other 2022 Sustainability Goals
  - Scope 3 Data Capture
  - Human Rights Assessment
  - Launch CSR Program



ESG100 Rating 2021 (The Governance Group<sup>2</sup>)

Grade "A-" / Score 3.07

Shelf Drilling's total ESG score ranks within the top 35 of the 100 largest companies<sup>3</sup> on the Oslo Stock Exchange Carbon Disclosure Project (CDP)

Note (2): Annual review of the sustainability

CDP

**Grade "B-"** Shelf Drilling's Climate Change rating for 2021

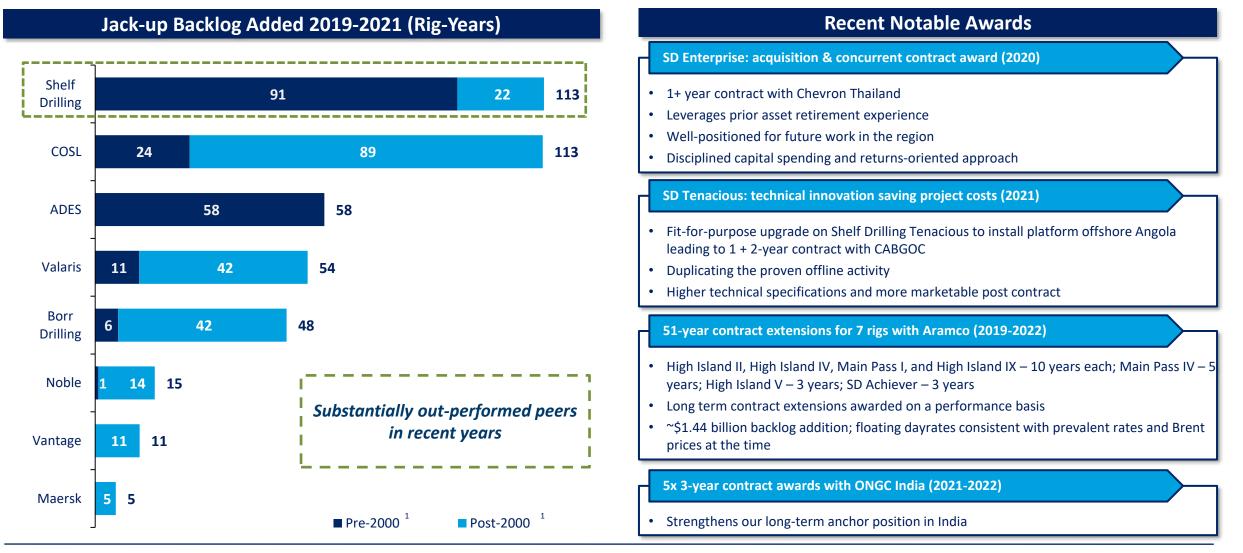
Note (1): Climate risk review to map the Company's climate risk management in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) reporting of the 100 largest companies by market value listed on the Oslo Stock Exchange by The Governance Group

Note (3): By Market Cap

Note (4) The Carbon Disclosure Project ("CDP") rated Shelf Drilling B- on climate change for calendar year 2021, a half grade improvement over C rating in 2020

### Contracting Outperformance Across Regions and Asset Classes





Note (1): Original delivery year Source: IHS Petrodata as of January 17, 2022, DNB Markets (further calculations)

# SHELF DRILLING

### Building Momentum Into 2022 with Strong H1

- Significant sequential increases in Revenues in Q4 2021 and Q1 2022 followed by modest decline in Q2 2022
  - Effective utilization up from 68% in Q3 2021 to 85%
     in Q1 2022; 78% in Q2 2022 due to temporary
     increase in planned out of service days
- Q2 2022 EBITDA of \$47.5 million (Margin of 33%)
- Driven primarily by start-up of new contracts in West Africa and India in Q1 2022 offset by contract preparation projects in Southeast Asia and Saudi Arabia in Q2 2022
  - Anticipate increase in effective utilization in Q3 2022
- Capital expenditures and deferred costs also increased in Q2 2022 due to higher contract preparation / maintenance expenditures on two rigs in Thailand, two rigs in Saudi Arabia and one rig in India, partially offset by lower spending for one rig in Angola
- 38.4 million shares issued in June 2022 for \$48.1 million net proceeds
- \$43.5 million deposits paid in June 2022 for planned acquisitions

US\$MM, except dayrate figures	Q3 2021	Q4 2021	Q1 2022	Q2 2022
Operating Data				
Average marketable rigs <sup>1</sup>	30.5	30.0	30.0	30.0
Average dayrate <sup>2</sup> (\$000s)	\$63.0	\$62.9	\$61.8	\$62.6
Effective utilization <sup>3</sup>	68%	74%	85%	78%
Results of Operations				
Total Revenues	\$130.3	\$136.1	\$156.0	\$150.7
Operating and Maintenance	84.5	83.5	85.5	89.1
General and Administrative	12.0	10.2	12.5	14.3
Adjusted EBITDA	\$33.9	\$43.5	\$58.2	\$47.5
Adjusted EBITDA Margin	26%	32%	37%	33%
<u>Other</u>				
Capital Expenditures and Deferred Costs	\$36.2	\$33.8	\$22.9	\$33.1
Income Tax Expense	4.3	5.1	6.7	9.2
Net Debt (Period End)	\$940.0	\$960.2	\$979.4	\$975.3
Market Capitalization (Period End)	70.4	130.6	209.4	222.3

Note (1): "Marketable rigs" are defined as the total number of rigs operating or available to operate, excluding: stacked rigs and rigs under contract for activities other than drilling or plug and abandonment services, as applicable 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 number of calendar days during which marketable rigs generate dayrate revenues divided by the maximum number of calendar days during which those rigs could have generated dayrate revenues Please refer to the financial reports and presentations for a reconciliation to non-GAAP measures available at https://www.shelfdrilling.com/investor-relations/

# Shelf Drilling North Sea Company Overview



#### **Public Investors** SHELF DRILLING 60% 40% Management USD 250m SHELF Services Senior Secured LLING Agreement NORTH SEA Notes 5x Premium Harsh Environment Jack-ups

**Overview** 

Shelf Drilling (North Sea) Ltd. ("Shelf Drilling North Sea" or "SDNS")

- SDNS listed on Euronext Growth Oslo following successful private placement & CMA approval
- Total of 538 personnel directly involved in operations<sup>1</sup>
- Key dates:
  - June 23, 2022: Asset Purchase Agreement signed and equity secured
  - Oct 5, 2022: completion of acquisition
  - Oct 12, 2022: listing and first day of trading
  - March 2023: first release of guarterly/annual financial results

#### **Board of Directors and Management**

- Management services agreement between Shelf Drilling and Shelf Drilling North Sea
  - Management services and personnel necessary for the Company to manage its business
  - Corporate and operational support provided from Shelf Drilling headquarters in Dubai



**David Mullen** CEO & Chairperson Shelf Drilling CEO



- Ian Bagshaw Independent **Board Member**
- Experience from White & Case, Linklaters, Clifford Chance and Eversheds
- Bachelor of Laws from the University of Sheffield



**William Hoffman Board Member** Shelf Drilling COO



**Greg O'Brien** CFO & Board Member Shelf Drilling CFO

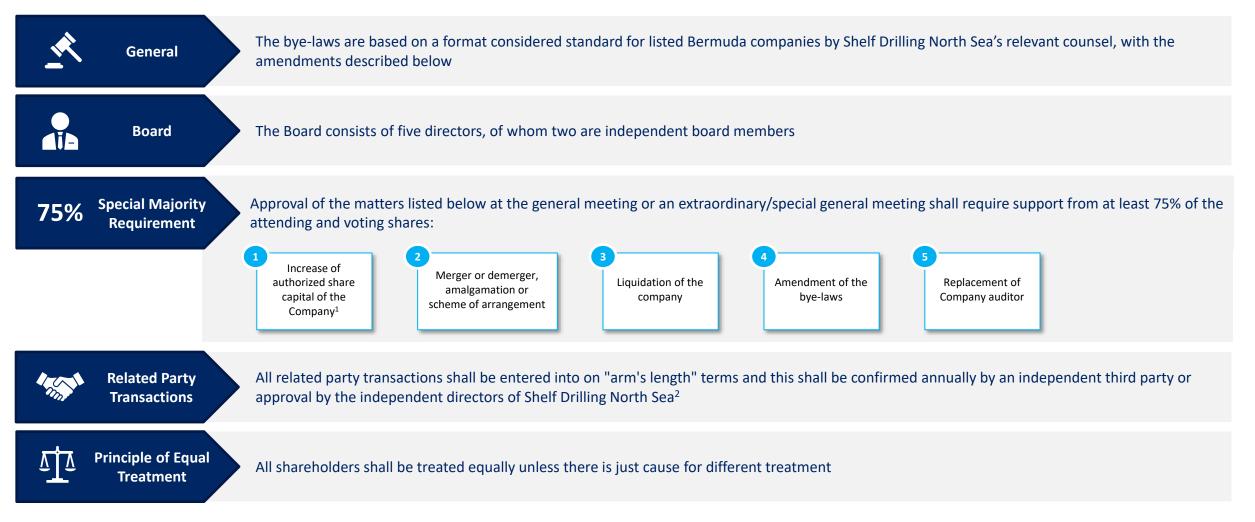
**Rita Granlund** Independent **Board Member** 

- Experience from PWC, AIF Depository, Oslo Tingrett, BW Epic Kosan and Lumarine
- State Authorised Public Accountant, Norway

Note (1): Upon completion of the Acquisition, the group has 136 employees, of which 107 are offshore and 29 are onshore. Additionally, the Group employs 165 third-party contractors primarily to crew the rigs the Group currently operates. These figures do not include nine employees onshore in Norway and 140 employees and 51 contractors offshore on the Noble Lloyd Noble rig, who will remain employed by Noble until the end of its current contract. These figures also do not include 33 offshore and 4 onshore employees of Shelf Drilling or its subsidiaries who are seconded to the Group to support operations in Qatar.

#### Governance of Shelf Drilling North Sea: Main Principles for Bye-laws





Note (1): The authorized share capital of Shelf Drilling North Sea following completion of the Private Placement will not exceed the issued share capital by more than 20%

Note (2): For any related party transactions in any financial year pursuant to which the aggregate consideration payable by Shelf Drilling North Sea exceeds 2.5% of the total assets of SDNS and its subsidiaries pursuant to the last published consolidated balance sheet of SDNS.

