

# **SHELF DRILLING, LTD.**

Form 10-K Equivalent for the  
year ended December 31, 2024

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This Form 10-K Equivalent (“Form 10-K Equivalent”), with certain exceptions, is provided pursuant to the indenture for our debt and should be read in its entirety as it pertains to Shelf Drilling, Ltd. Except where indicated, the consolidated financial statements and the notes to the consolidated financial statements are combined.

## FORWARD-LOOKING STATEMENTS

Statements contained in this report that are not historical facts are 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. Forward-looking statements include words or phrases such as “anticipate,” “believe,” “estimate,” “expect,” “intend,” “plan,” “project,” “could,” “may,” “might,” “should,” “will” and similar words and specifically include statements regarding expected financial performance; expected utilization, dayrates, revenues, operating expenses, contract terms, contract backlog, capital expenditures and deferred costs, insurance, financing and funding; the timing of availability, delivery, mobilization, contract commencement or relocation or other movement of rigs; current or future rig construction (including construction in progress and completion thereof), enhancement, upgrade, repair or reactivation and timing thereof; the suitability of rigs for future contracts; general market, business and industry conditions, trends and outlook; future operations; the impact of increasing regulatory complexity; expected contributions from our acquired rigs; expense management; and the likely outcome of litigation, legal proceedings, investigations or insurance or other claims and the timing thereof. These forward-looking statements speak only as of the date of this Form 10-K Equivalent and we undertake no obligation to revise or update any forward-looking statement for any reason, except as required by law. Such statements are subject to numerous risks, uncertainties and assumptions that may cause actual results to vary materially from those indicated, including:

- the impact of variations in oil and natural gas production, prices, and demand for hydrocarbons, which drives activity in resource exploration and drilling activity;
- changes in general economic, fiscal and business conditions in jurisdictions in which we operate and elsewhere;
- the decline in demand as oil and natural gas fossil fuels are replaced by sustainable/clean energy;
- changes in worldwide rig supply and demand, competition or technology, including as a result of delivery of newbuild rigs;
- the demand for our rigs, including the preferences of some of our customers for newer and/or higher specification rigs;
- our ability to renew or extend contracts, enter into new contracts when such contracts expire or are terminated, and negotiate the dayrates and other terms of such contracts;
- future regulatory requirements or customer expectations to reduce carbon emissions;
- the effects of supply chain disruptions such as supplier capacity constraints or shortages in parts or equipment, supplier production disruptions, supplier quality and sourcing issues or price increases;
- public health issues, including epidemics and pandemics such as COVID-19 and their effect on demand for our services, global demand for oil and natural gas, the U.S. and world financial markets, our financial condition, results of operations and cash flows;
- our and our customers’ ability to obtain permits and approvals for operations;
- expectations, trends and outlook regarding operating revenues, operating and maintenance expense, insurance coverage, insurance expense and deductibles, interest expense and other matters with regard to outlook and future earnings;
- the effect of disproportionate changes in our costs compared to changes in operating revenues;
- complex and changing laws, treaties and regulations, including environmental, anti-corruption and tax laws and regulations, that can adversely affect our business;
- the effects and results of our strategies;
- downtime and other risks associated with offshore rig operations or rig relocations, including rig or equipment failure, damage and other unplanned repairs;
- the expected completion of shipyard projects including the timing of rig construction or reactivation and delivery and the return of idle rigs to operations;
- future capital expenditures and deferred costs, refurbishment, reactivation, transportation, repair and upgrade costs;



- sufficiency and availability of funds and adequate liquidity for required capital expenditures and deferred costs, working capital, share repurchases and debt service;
- our levels of indebtedness, covenant compliance, access to future capital, and liquidity sufficient to service our debt;
- the market value of our rigs and of any rigs we acquire in the future, which may decrease and/or be impaired as a result of Company specific, industry specific or market factors;
- the level of reserves for accounts receivable and other financial assets, as appropriate;
- the proceeds and timing of asset dispositions;
- litigation, investigations, claims and disputes and their effects on our financial condition and results of operations;
- effects of accounting changes and adoption of accounting policies;
- our ability to attract and retain skilled personnel on commercially reasonable terms, whether due to labor regulations, unionization or otherwise;
- the security and reliability of our technology systems and service providers;
- the adverse changes in foreign currency exchange rates and currency convertibility;
- the cost and timing of acquisitions and integration of additional rigs;
- our incorporation under the laws of the Cayman Islands and the limited rights to relief that may be available compared to United States (“U.S.”) laws; and
- the other factors listed in “Item 1A. - Risk Factors” and elsewhere in this Form 10-K Equivalent.

## Part I

### Item 1. Business.

#### General

Shelf Drilling, Ltd. (“SDL”) was incorporated on August 14, 2012 as a private corporation in the Cayman Islands. SDL, with its majority owned subsidiaries (together, the “Company”, “we” or “our”) is a leading international shallow water offshore contractor providing equipment and services for the drilling, completion, maintenance and decommissioning of oil and natural gas wells. We are solely focused on shallow water operations in depths of up to 500 feet and our fleet consists of 33 independent-leg cantilever (“ILC”) jack-up rigs as of December 31, 2024, excluding a held for sale rig, making us one of the world’s largest owners and operators of jack-up rigs by number of active shallow water rigs. Since June 25, 2018, SDL shares have been listed on the Oslo Stock Exchange (“OSE”) under the ticker symbol SHLF.

We furnish financial reports, including our Form 10-K Equivalent annual reports and Form 10-Q Equivalent quarterly reports, news releases and presentations free of charge on our website at [www.shelfdrilling.com](http://www.shelfdrilling.com). Similar information can also be found on the Euronext website at [live.euronext.com](http://live.euronext.com). Euronext is an exchange group operating regulated markets in seven European countries including the OSE in Norway. References in this Form 10-K Equivalent to “Shelf,” the “Company,” “Group,” “we,” “us,” “our” and words of similar meaning refer collectively to Shelf Drilling, Ltd and its consolidated subsidiaries.

Since our inception in 2012, we have applied our fit-for-purpose strategy to enhance the performance of our business, people and processes, leveraging our sole focus on the shallow water segment and the decades of experience of our people with our customers, rigs and markets where we operate. The diversified geographical focus of our jack-ups and the allocation of resources to purchase, build or upgrade rigs are determined by the activities and needs of our customers. Our main customers are national oil companies (“NOCs”), international oil companies (“IOCs”) and independent oil and natural gas companies, who contract our rigs for varying durations.

SDL is a holding company with no significant operations or assets other than interests in its direct and indirect subsidiaries. All operations are conducted through Shelf Drilling Holdings, Ltd. (“SDHL”) an indirect wholly-owned subsidiary of SDL. Our corporate offices are in Dubai, United Arab Emirates, geographically close to our operations in the Middle East, North Africa and the Mediterranean (together, “MENAM”), Southeast Asia, India, West Africa and the North Sea.

#### Recent Events

During the year ended December 31, 2024, the Company received 13 new contract awards, including new or extended contracts in all of its key geographic areas which contributed to our backlog of \$2.1 billion as of December 31, 2024, inclusive of the suspended rigs in Saudi Arabia.

In October 2024, SDL acquired the remaining 40% Shelf Drilling (North Sea), Ltd (“SDNS”) shares by issuing 42.0 million common shares with a par value of \$0.01 per common share and cash of \$30.1 million to the former SDNS shareholders, and equity issuance costs were \$1.4 million. SDNS has become a wholly-owned subsidiary of SDL at completion of this transaction.

In December 2024, the Main Pass IV secured and commenced a new contract in Nigeria for a firm term of approximately two years.

In February 2025, the Company announced that it had entered into a memorandum of understanding to form a strategic alliance with Arabian Drilling Company for the deployment of premium jack-up rigs internationally and to unlock new opportunities in our core markets.

In February 2025, the Shelf Drilling Scepter secured a one-year extension in West Africa in direct continuation of the current contract.

#### Operations

Our primary operations are providing services for the drilling, completion, maintenance and decommissioning of oil and natural gas wells and associated services using the rigs in our fleet and related equipment. A significant portion of our revenues are generated through dayrates charged to our customers, including NOCs, IOCs and independent oil and natural gas companies. Additionally, we may earn lump-sum fees relating to contract preparation, capital upgrades, mobilization, demobilization and/or



termination revenues in certain contracts. We also provide catering, additional equipment and personnel, consumables or accommodations at the request of the customer and we may use third parties for the provision of such goods and services. See also “Customers and Customer Contracts” below for additional discussion on our customers and revenue generating activities.

Although certain of our rigs may be affected by seasonal monsoons or other weather events, generally seasonal factors do not have a material effect on our business.

Our operating expenses consist primarily of operating and maintenance expenses, which can be classified as rig related or shore-based. Our other significant operating expenses include depreciation, amortization of deferred costs and general and administrative expenses. As we operate in a capital-intensive business, we may also incur significant losses related to impairment of assets. See also “Operating Expenses, Capital Expenditures and Deferred Costs” below for additional discussion of our cost and expenses.

We have one reportable segment, contract services, which reflects how we manage our business, our fleet is mobile and our market is dependent upon the worldwide oil and natural gas industry.

We utilize various operational and financial measures that we believe are useful in assessing our business and performance. Many of these measures are common to our industry and we believe they are useful in measuring our operating performance over time. See also “Item 7. Management’s Discussion and Analysis of Financial Condition and Results of Operations” for further discussion of our operating measures and financial measures.

We use various operational measures common to our industry to evaluate our operational performance, including:

- *Contract backlog* is the maximum contract dayrate revenues that can be earned from firm commitments for contract services represented by executed definitive agreements based on the contracted operating dayrate during the contract period less any planned out-of-service periods for regulatory inspections and surveys or other work. Contract backlog excludes revenues resulting from mobilization and demobilization fees, capital or upgrade reimbursement, recharges, bonuses and other revenue sources. Contract backlog may also include the maximum contract amount of revenues for the use of our rigs as bareboat charters or as accommodation units. The contract period excludes revenues from extension options under our contracts unless such options have been exercised. The contract operating dayrate may differ from the amount estimated due to reduced dayrates for rig movements, adverse weather, planned out of service periods and equipment downtime, among other factors. Actual dayrates may also include contractual adjustments based on market factors, such as Brent crude oil or natural gas prices or cost increases. Contract backlog is a key indicator of our potential future revenue generation.
- *Total recordable incident rate (“TRIR”)* is the number of recordable safety incidents per 200,000 man-hours as per IADC guidelines.
- *Uptime* is the period during which we perform well operations without unplanned stoppage due to mechanical, procedural or other operational events that result in non-productive operations time. Uptime is expressed as a percentage measured daily, monthly or yearly. Uptime performance is a key customer contracting criterion, an indication of our operational efficiency and directly related to our current and future revenues and profit generation.

The following tables include selected operating measures:

	<b>As of December 31,</b>		
	<b>2024</b>	<b>2023</b>	<b>2022</b>
Contract backlog (in millions) .....	\$ 2,141	\$ 2,340	\$ 2,682

(1) Figures as of December 31, 2024 include the backlog for the suspended rigs in Saudi Arabia.

	<b>Years ended December 31,</b>		
	<b>2024</b>	<b>2023</b>	<b>2022</b>
TRIR .....	0.18	0.12	0.16
Uptime .....	99.3%	98.8%	99.3%

## Customers and Customer Contracts

Our contracts are typically awarded on an individual basis and vary in terms and rates depending on the operational nature and duration of the contract, amount and type of services and equipment provided, geographic area served, market conditions and other variables. Dayrates are negotiated directly with customers or determined through a formal bidding process and can be influenced by the operating performance of the service provider or rig. Prior experience with a customer can be a deciding factor in the awarding of contracts and negotiation of contract terms, as discussed further below. Brent crude oil and natural gas prices, which are sensitive to global supply and demand, and other market factors can also impact dayrates and demand for our services. As is common in the industry, our customer contracts can contain multiple dayrates, including specified dayrates for contracted operations and reduced dayrates for rig movements, adverse weather, equipment downtime, or other instances of scheduled or non-scheduled events, including for circumstances both within and outside of our control.

Revenues may increase or decrease largely due to changes in average dayrates and effective utilization as defined in “Item 7. Management’s Discussion and Analysis of Financial Condition and Results of Operations”. Average dayrates can be affected by new contract dayrates that are lower or higher than previous dayrates and by changes in the mix of dayrates earned by different rigs in different operating regions. Effective utilization can be affected by the timing of new contracts, contract extensions or terminations and changes in operational uptime. Out of service periods that reduce operational uptime can include planned or unplanned downtime such as for periodical surveys, rig inspections, contract preparation and upgrades and the use of alternative dayrates for waiting-weather periods, repairs, standby, move, mobilization, force majeure, or other rates that apply under certain circumstances.

We may receive additional compensation or reimbursement for contract preparation, capital upgrades, such as mechanical or structural modifications to a rig necessary to meet customer specifications, and for mobilization costs necessary to relocate the rig for contractual operations. Some contracts also include lump-sum revenues which are triggered upon the demobilization of the rig if stipulated conditions are present. These provisions vary and are based on negotiations of individual contracts with customers, which can be influenced by the contract duration, dayrates, drilling rig availability, country specific conditions and other factors.

Many contracts have extension options, which can be exercised at the option of the customer, some are at previously agreed prices and terms. Customer contracts may also be subject to suspension, termination, cancellation and delays for a variety of reasons, including at the customers’ convenience and sole option or for other circumstances beyond our control, such as due to force majeure. Contract suspension provisions may allow customers to suspend contract activity for a predetermined period or up to a certain period, and in certain circumstances may extend the contracted term for a period of time equal to the suspension period. Such suspension provisions may provide for a reduced dayrate, or no dayrate, and may require a rig to be ready for redeployment at the customer’s option. Certain customer contracts may outline specific termination provisions, which usually include a notice period and may also include termination payments and fees. Termination payments, if applicable, vary from contract to contract and can include the payment of a certain percentage of the contract dayrate for either a contractually specified number of days or the number of firm contract days remaining on the contract. However, in certain contracts the termination fee paid can be refunded or reduced (or infrequently, eliminated) if we are able to secure a subsequent contract for the rig with a different operator. Additionally, contracts customarily provide for automatic or optional customer termination for cause, often without the payment of any termination fee. These provisions can be triggered under pre-defined circumstances such as non-performance or material breach of the contract, for reasons including but not limited to operational or safety performance issues, equipment failure and sustained downtime related to force majeure events.

Contract terms range in length from the time necessary to drill or workover one well up to multiple wells or many years. We seek to secure long-term agreements providing enhanced stability and deeper customer relationships rather than the highest possible dayrates on a shorter-term basis. Typically, contracts with NOCs are for longer terms when compared to contracts with IOCs and independent oil and natural gas companies, although in certain countries annual government budget approval cycles may limit the term of these contracts.

The type of contract can also impact the length and predictability of a contract term. Greenfield exploration consists of exploration of uncharted territory, where mineral deposits are not confirmed to exist, and such projects are generally considered an investment in developing a future production field. Brownfield projects consist of drilling or workover activity on producing assets, and such projects are generally considered part of ongoing operations. Greenfield exploration tends to be shorter term and more closely linked to prevailing commodity prices and success of exploration activities than brownfield projects, as customers are often unwilling to make investments in unproven fields during periods of low oil prices. Decommissioning projects consist of plugging and abandonment of mature oil and natural gas wells at the end of their lives by removing existing well equipment and sealing off producing zones. Shallow water fields are generally mature and therefore consist of more brownfield projects than greenfield projects and decommissioning projects in shallow water represent a growing segment of the jack-up market.

The methods through which we pursue new business opportunities vary significantly. Small IOCs and independent oil and natural gas companies are generally less likely to require formal tender processes, while large IOCs and NOCs are more likely to require participation in full tender exercises prior to awarding new contracts. We believe that extending current contracts or entering into additional contracts with existing customers benefits both us and our customers, due to the following factors:

- Readily available rigs and crews for the customer’s work site, eliminating additional mobilization expense and risk;
- Available equipment, which meets customer specifications both from an operational and a safety perspective;
- Employees familiar with the customer’s policies and procedures and
- Simplified process for contract negotiations and related legal and administrative requirements.

We believe that our ability to maintain relationships with, and to win repeat business from, our existing customers is critical to our stability and growth of cash flows. If an existing customer fails to renew a contract, we will seek to secure a new contract for that rig.

Our current customer base includes Chevron Corporation, Oil and Natural Gas Corporation Limited, Equinor ASA, Ente Nazionale Idrocarburi S.p.A, TotalEnergies SE, Saudi Arabian Oil Company (“Saudi Aramco”), PTT Exploration and Production Public Company Limited and Qatargas Liquefied Gas Company Limited, who contract our rigs for varying durations.

For the year ended December 31, 2024, of the 13 contract awards or contracts or extensions we entered into, nine represented contract renewals or extensions with the existing customer. Based on customer contracts in place as of December 31, 2024, eight are scheduled to expire during 2025, 13 during 2026, five in 2027 and five in 2028 or later. As of December 31, 2024, our shortest remaining contract term was approximately less than a month and the longest remaining contract term was approximately seven years.

Customers are typically invoiced monthly, based on the dayrates applicable to the specific activities we perform on an hourly basis, and have 30 to 60 day payment terms. Lump-sum contract preparation, capital upgrade and mobilization fees are typically invoiced at the commencement or initial phase of the contract. Demobilization and termination fees are typically billed at the completion of a contract if certain stipulated conditions are present. Some contracts also provide for price adjustments tied to material changes in specific costs or variations in the average price of Brent crude oil or natural gas.

Our contracts provide for varying levels of indemnification for both us and our customers. We believe the terms of such indemnification provisions are standard for the industry. In general, the parties assume liability for their respective personnel and property. Our customers typically assume responsibility for, and indemnify us against, well control and subsurface risks under dayrate contracts, which includes indemnifying us from any loss or liability resulting from pollution or contamination, including clean-up and removal and third party damages, arising from operations under the contract and originating below the surface of the water, including as a result of blow-outs or cratering of the well. However, in certain cases, we may retain limited risk for damage to customer or third party property on our rigs and retain liability for third party damages resulting from surface pollution or contamination originating from our equipment. Additionally, we may have contractually agreed upon certain limits to our indemnification rights and can be responsible for damages up to a specified maximum amount. We generally indemnify customers for pollution that originates from our rigs that is within our control (e.g., diesel fuel or other fluids stored onboard for the use of the rig). However, all contracts are individually negotiated, and the degrees of indemnification and/or risk retention can vary from contract to contract, and prevailing market conditions and customer requirements, among other factors, existing when the contract was negotiated can influence such contractual terms. In most instances in which we are indemnified for damages to the well, we are obligated to re-drill the well at a reduced dayrate. However, in certain circumstances our customers may be financially or otherwise unable to honor their contractual indemnity obligations to us and contractual indemnification may not prevent government authorities or other third parties from taking action against us or naming the Company in a lawsuit.

The interpretation and enforceability of a contractual indemnity depend upon the specific facts and circumstances involved, as governed by applicable laws, and may ultimately need to be decided by a court or other proceeding, considering the specific contract language, the facts and applicable laws. The law generally considers contractual indemnity for criminal fines and penalties to be against public policy. Regardless of indemnification provisions, local jurisdiction regulations may require us to post surety bonds, letters of credit and parent company guarantees for contract performance. In addition, certain jurisdictions in which we operate, local customs and practice or governmental requirements necessitate the formation of joint ventures with local participation. In certain jurisdictions, such customs and laws also effectively mandate establishment of a relationship with a local agent or sponsor. When appropriate, we enter into agency or sponsorship agreements, in such jurisdictions. We are currently party to five joint ventures, one in Malaysia, one in Indonesia, two in Nigeria and one in Angola. Although we may not control all aspects of these joint ventures, we are an active participant in and are the primary beneficiary of each of these joint ventures. For more information regarding joint ventures,





see “Note 17 – Variable Interest Entities” to the Consolidated Financial Statements included in “Item 8. Financial Statements and Supplementary Data”.

The above description of our customer contracts and indemnification provisions is a general summary of the types of such provisions as of December 31, 2024 and does not contain sufficient details to fully understand our contractual and indemnification risks. For additional information, including but not limited to a discussion of the risk that the indemnification provisions in our contracts may not adequately mitigate our risks, see “Risk Management and Insurance” below and “Item 1A. Risk Factors”.

### **Strategy and Competitive Strengths**

Our strategy is to solely focus on shallow water drilling services, leveraging decades of industry experience and an outstanding track record to provide best-in-class operations for our customers. Our vision is to be the international jack-up contractor of choice by delivering outstanding performance through our fit-for-purpose business strategy.

Our fit-for-purpose business strategy is focused on having the right assets in the right locations, operated by a right sized organization with high national content and appropriate policies, procedures and processes. This allows us to meet our customers’ specific needs in an efficient and cost-effective manner.

We believe that the size of our fleet, coupled with the balance of premium and standard jack-ups, is well-suited to provide the right asset for various customer requirements across our operating regions. Our diverse fleet of jack-up rigs possesses proven operating capabilities with an increasing number of rigs outfitted with new technology and equipment aimed at reducing emissions in line with our sustainability goals. We continuously evaluate our fleet and enhance our rigs with “smart upgrades” to meet specifications for the markets in which we intend them to operate. Additionally, we are able to customize our rig equipment and operations to meet the specific technical needs of our customers, including for example the unique specifications for plugging and abandonment of mature wells, or installing offshore structures.

We continually evaluate the suitability of and prospects for our rigs. In recent years, we have enhanced our fleet through the opportunistic acquisition of premium jack-up rigs available at historically low acquisition prices. From 2016 through 2022, we added 15 premium jack-up rigs to our fleet at significantly lower prices than the historic cost of construction for comparable newbuild rigs. Five of the rigs most recently acquired are high-specification, harsh environment capable units built for the North Sea. These rigs were previously owned by one of our majority-owned subsidiaries but are now wholly-owned by the Company. In addition, from time to time certain of our standard jack-up rigs that have reached or are near the end of their useful lives may be difficult to redeploy on a cost-effective basis. In such instances, we have opportunistically sold these assets at highly attractive values. Selectively monetizing these standard rigs improves the Company’s financial flexibility and reduces or avoids the cost outlay otherwise required to maintain or upgrade these assets. We believe our actions to maintain and upgrade our fleet, customize our rigs to customer requirements and selectively acquire and dispose rigs allows us to deploy a competitive fleet that can meet the needs of our customers.

We continue to exclusively focus on jack-up rig operations in our core operating regions of MENAM, Southeast Asia, India, West Africa, and the North Sea with rigs from time to time moving between these regions. Following multiple rounds of contract suspensions in Saudi Arabia in 2024, which have impacted all of our peers in the region, we have begun to redeploy a number of both standard and premium rigs from MENAM to West Africa. Our presence in these key geographic markets allows us to maintain critical mass, drive significant market share and also provide opportunities for our rigs departing certain regions. In addition, we believe activities in our core regions are generally characterized by low production costs, low carbon intensity and short cycle times. Though rig demand has been uneven across these regions, we believe a number of these markets will exhibit relatively favorable rig supply and demand fundamentals in the medium and long term.

We maintain a right sized organization with centralized and streamlined systems and processes geared to the specific needs of our business and fleet. Our strategically positioned headquarters in Dubai is in close proximity to our core operating regions and eliminates the need for numerous regional offices. Our centralized structure allows us to coordinate our supply chain networks to serve all our geographies, standardize equipment and spares across our fleet and centralize management of key engineering and maintenance activities, all of which are key drivers of our industry leading low-cost structure. In addition, since our inception, we have maintained our practice of building high national content through hiring and developing talents locally from the countries in which we operate, including among our regional leadership teams. These local hiring practices minimize the additional costs of bringing in expatriate workers, while enhancing the stability of our operations and closely aligning our goals with the interest of the governments, customers, and local communities where we work. We believe that our centralized organizational structure and high national content provide us with an advantage over our competitors.

We apply our fit-for-purpose business strategy in a way that is consistent with our fundamental ethical values and with

respect for individuals, the environment and society. We do this through our three strategic priorities and our three essential values.

Our three strategic priorities are as follows:

- Focus – Jack-up operations are our sole focus.
- Reliability – With safety and operational performance at the forefront of everything we do, we strive to create an environment where no one gets hurt.
- Relationships – Our goal is to develop long-term and mutually beneficial relationships with customers and suppliers. We provide development for our people to support their long-term career goals.

Our three essential values are as follows:

- Protect – Protect yourself, your team, your asset, and our environment.
- Lead – We conduct business ethically, with responsibility and accountability.
- Execute – We consistently deliver outstanding performance for our customers and other stakeholders.

We believe that our centralized structure and focus on jack-up rig operations have significantly contributed to the reliability of our operations as seen through our emphasis on safety and operational performance. We had a TRIR of 0.18 for the year ended December 31, 2024, which was significantly below the average of 0.46 reported by the International Association of Drilling Contractors (“IADC”). Our safety track record has consistently exceeded the industry benchmark since inception. See also “Risk Management and Insurance” below. Additionally, we achieved a fleet uptime of 99.3% in 2024 and have consistently maintained an average fleet uptime of at least 98.5% since our inception in 2012. Through ongoing training, appropriate incentive structures at all levels and our make it safe today program, we continue to improve our safety and operational performance as we strive to further reduce workplace incidents.

We have well-established relationships with our customers, and we believe that our customers prefer to work with contractors who have strong safety and operating uptime track records. We are proactive and flexible in addressing our customers’ specific needs and seek collaborative and innovative solutions to achieve customer objectives. We also work with our customers to improve efficiencies, which frequently results in rig operations being completed ahead of plan and ultimately lowering the cost per well for our customers. Our ability to maintain relationships with, and to win repeat business from, our existing customers is a competitive strength.

The members of our executive management team lead the organization with a commitment to ethical business practices, responsibility and accountability and the majority have been involved with the Company since our inception. 2024 represented a year of change in regard to the Company’s leadership. In August 2024, after 12 years of serving as chief executive officer (“CEO”), our founder, David Mullen, transitioned to the role of executive chairman and our former chief financial officer (“CFO”) Greg O’Brien assumed the role of CEO. Then, in October 2024, Douglas Stewart joined the Company as the new CFO. Our executive officers are industry veterans with extensive experience in the global oil and natural gas industry with over 120 years of collective industry and financial experience. They have held leadership positions at highly regarded offshore drilling and oilfield services companies, including Schlumberger Ltd., Transocean Ltd., Noble Drilling plc, Wellstream Holdings plc and Vantage Drilling International Ltd.

Our fit-for-purpose strategy is underpinned by our large and high-quality versatile fleet, operated in our core geographic regions by a right sized organization with centralized, efficient operations and high national content. We operate our business in accordance with our strategic priorities and values that deliver ethical business practices, safe and reliable operations and strong customer relationships, which provides us with a strong competitive advantage and contributes to our contracting and operational success.

## **Risk Management and Insurance**

Our operations are subject to hazards inherent in the drilling, completion, maintenance and decommissioning of shallow water oil and natural gas wells. These hazards include, but are not limited to, blowouts, punch through, loss of control of the well, abnormal conditions, mechanical or technological failures, seabed cratering, fires and pollution. These conditions can cause personal injury or loss of life, pollution, damage to or destruction of the environment, property and equipment, the suspension of operations, loss of revenues and could result in claims or investigations by regulatory bodies, customers, employees and others affected by such events. In addition, claims for loss of oil or natural gas production and damage to formations can occur. If a serious accident were to occur at a location where our services and equipment are being used, it could result in us being named as a defendant in lawsuits asserting large claims and incurring costs and losses associated with such claims.

Despite our efforts to maintain high safety standards, from time-to-time, we have suffered accidents, and there is a risk that we will experience accidents in the future. The frequency and severity of incidents, and/or the level of any resulting compensatory payments, could adversely affect the cost of, or our ability to obtain liability, workers' compensation and other forms of insurance and could negatively impact our operating costs and our relationships with regulatory agencies, customers, employees and others. Such events and their impacts could have a material adverse effect on our financial condition, results of operations and cash flows.

We maintain insurance coverage which we believe is customary in the industry, including general business liability, hull and machinery, cargo, casualty and third party liability insurance. Our insurance policies typically consist of twelve-month policy periods, and the next renewal date for a substantial portion of our insurance program is scheduled for November 2025. Our insurance policies may not be adequate to cover all losses and have deductibles, limits of liabilities and exclusions of coverage for certain losses. Further, some pollution and environmental risks are generally not completely insurable. In addition, we may not be able to maintain adequate insurance coverage or obtain insurance for certain risks at rates we consider reasonable and commercially justifiable or with terms comparable to our current arrangements. Our fleet is insured for its estimated fair market value and we periodically evaluate risk exposures, insurance limits and self-insured retentions. As of December 31, 2024, the insured value of our fleet was \$2.6 billion.

The above description of our insurance program is a general summary of the types of such policies in effect as of December 31, 2024 and does not contain sufficient details to fully understand our insurance risks. For additional information, including but not limited to a discussion of the indemnification provisions in our customer contracts and the risk that our insurance policies may not adequately mitigate our risks, see "Customers and Customer Contracts" above and "Item 1A. Risk Factors".

## **Health, Safety and Environment**

Consistent with our strategic priorities and core values, we are guided by the highest ethical standards and are firmly committed to excellence in the fields of workplace health and safety, environmental sustainability, social responsibility and ethical business conduct. At Shelf Drilling, safeguarding the health, safety and well-being of our employees, contractors, customers, partners, and service providers is our highest priority. Our health, safety and environment ("HSE") policy statement lays the foundation for the Company's commitment and our employees' obligations to create and maintain a safe and healthy work environment. Shelf Drilling is committed to fostering an environment that results in an incident free workplace where no one gets hurt. All employees are empowered and supported with the necessary training, tools, resources, and authority to take personal responsibility for their own safety, the safety of their colleagues, and the protection of the environment in which we operate.

We have developed and implemented robust HSE policies, processes, and systems that align with the industry best practices. Recognizing the inherent risks in offshore drilling, we are steadfast in our commitment to adhering to the highest national and international HSE standards, prioritizing the health and safety of our people and the protection of the environment.

Our integrated HSE management system operates across all offshore and onshore activities, embedding principles of health, safety, environmental sustainability and quality into every aspect of our operations. This system continuously monitors performance, enabling proactive enhancements to safeguards that protect our workforce, assets, contractors, customers, and the broader environment.

Our senior management demonstrates unwavering dedication to the HSE through visible and active leadership. This includes participating in strategic planning and follow up meetings with employees, customers, business partners and contractors, active leadership visit and onsite engagement, leading improvement and development support and regular HSE audits to ensure continual improvement and a sustained focus on safety, operational integrity, and environmental stewardship. These efforts underscore our commitment to operational excellence and responsible business practices in all that we do.

We monitor and evaluate our HSE performance through structured reviews of the HSE performance and actions including a monthly call with executive management and all division leadership. These reviews provide insights into trends, lessons learned from incident investigations, and initiatives for improvement, fostering a culture of continuous learning and enhancement across our fleet. As an active member of the IADC, we participate in its incident statistics program to benchmark and refine our practices. The Company's total absences due to sickness were minimal during the year ended December 31, 2024.

Our operations are governed by a wide array of environmental and HSE regulations and requirements, including international conventions and treaties, as well as national, state, and local legislation in the jurisdictions where our rigs operate or are registered. Compliance requires obtaining HSE permits from relevant governmental authorities. In 2024, we have incurred significant costs to achieve compliance with the EU corporate sustainability reporting directive, including the associated assurance-related expenses. Non-compliance with applicable laws and regulations could lead to administrative or civil penalties, criminal sanctions, operational suspensions, terminations, or other liabilities.

Outlined below are examples of key international conventions and regulations that govern our operations. We are confident that all our rigs are materially compliant with the applicable HSE standards. For further details on the potential impacts of environmental regulations on our business, please refer to “Item 1A. Risk Factors.”

## **Greenhouse Gas Regulation**

Climate change and the reduction of greenhouse gas emissions have become central issues for businesses and policymakers worldwide. The global framework for addressing these challenges began with the 1992 United Nations framework convention on climate change, which laid the foundation for collective action. Building on this, the Kyoto protocol of 2005 became the first binding international treaty requiring greenhouse gas reductions. In 2015, the Paris agreement marked a milestone by asking countries to establish nationally determined contributions for emissions reductions and adopt a mechanism for the global stocktake—a periodic review of collective progress. Further momentum was gained during the 2021 Glasgow climate change conference, where the Glasgow climate pact was adopted. In 2023, during COP28 conference, the oil and gas sector took a significant step by launching the oil & gas decarbonization charter, aimed at accelerating climate action through sector-wide collaboration, driving emissions reductions, and enhancing accountability to support global net-zero goals. However, the oil and gas industry continues to have a crucial role to play in helping the world meet our ever-expanding energy needs.

While the full impact of these treaties and subsequent regulations on the oil and gas sector remains uncertain, it is evident that stricter emission standards and new laws could reshape the industry. For drilling contractors, such developments may limit drilling opportunities or increase operational costs. However, Shelf Drilling’s business model is designed to remain resilient amidst the challenges posed by the energy transition. The shallow water segment continues to play a crucial role in the global energy supply, and our strategic focus on operations in low-cost, low-CO<sub>2</sub> areas strengthens resilience under all climate change scenarios.

At Shelf Drilling, we have committed to contributing to a more sustainable future. In 2020, we formally launched our sustainability program with the publication of our 2019 annual report. In 2025, we will issue our 2024 sustainability statement in compliance with the EU corporate sustainability reporting directive, with a limited assurance from an auditor. We measure and record the scope 1 & 2 global greenhouse gas (“GHG”) emissions from our rigs, offices and yards by monitoring the fuel and electricity consumption. Additionally, we acknowledge the importance of measuring and reporting on our scope 3 GHG emissions and continue to enhance our data capture and accounting processes for indirect emissions. Our emissions reduction target along with our progress on meeting our emissions reduction goals will be published in our annual report.

### *United Nations’ International Maritime Organization Regulatory Regime*

The operations of shipping and international maritime trade are regulated by international conventions, laws, and standards established by the International Maritime Organization (“IMO”). These IMO regulations, widely adopted by United Nations member states, are often supplemented by additional jurisdictional requirements in the regions where we operate. Key international conventions relevant to our activities include the International Convention for the Prevention of Pollution from Ships (MARPOL, 1973, as amended) (“MARPOL”), the International Convention on Civil Liability for Oil Pollution Damage (CLC, 1969, as amended), and the International Convention on Civil Liability for Bunker Oil Pollution Damage (BUNKER, 2001, as amended) (“BUNKER”). These frameworks impose stringent compliance and liability obligations related to the handling, storage, and release of petroleum products and hazardous substances. They also govern material discharges into the environment, with some provisions imposing strict liability, holding us accountable for environmental and natural resource damages regardless of negligence or fault.

MARPOL sets out regulations for reducing harmful air emissions from ships and shallow-water rigs. Recent amendments mandate a phased reduction of sulfur oxide levels in heavy bunker fuels and the implementation of stricter nitrogen oxide emissions standards for marine engines.

The IMO ballast water management (“BWM”) convention imposes further requirements on our operations, including a phased introduction of mandatory ballast water exchange standards beginning in 2009, transitioning to mandatory ballast water treatment. The BWM convention officially entered into force on September 8, 2017, requiring all vessels engaged in international traffic to meet ballast water exchange standards immediately and comply with stricter performance standards by their next intermediate or renewal survey.

The IMO continues to develop and refine its regulatory framework. While it is challenging to predict future amendments or new regulations, any such changes could have operational and compliance implications for our business.

### *National and Local Health, Safety and Environmental Regulation*

Our operations are also subject to the laws and regulations of the specific countries and regions where our rigs operate. These

local and national regulations may impose additional HSE requirements and liabilities, particularly in cases of noncompliance or incidents such as oil spills or accidents that harm the environment or human health.

*Other Regulations*

Beyond HSE regulations, our operations are governed by a broad range of international conventions, laws, and country-specific regulations. These include provisions related to the importation, deployment, and operation of rigs and equipment; currency conversion and repatriation; oil and natural gas exploration and development; environmental conservation; taxation of offshore earnings and income earned by expatriate personnel; and obligations for employing local staff and sourcing supplies locally. Additionally, duties on the import and export of rigs and equipment are a regulatory factor in many jurisdictions where we conduct business.

**Our People**

*Overview*

We strongly believe that our success depends on a healthy, engaged and competent workforce. We strive to provide our employees with a professional, safe and trusted working environment in which all individuals are respected and treated fairly, and with dignity. Our employees and contractors have extensive technical, operational and management experience in the jack-up segment of the offshore drilling industry. We seek to attract and retain the best talent with recruitment through our robust selection and induction process, retention through our competitive compensation and benefits packages and development through our comprehensive training and development program.

The following table presents our employees and contractors by category as of December 31, 2024:

	<b>Company employees</b>	<b>Contractors</b>	<b>Total</b>
Rig-based/offshore .....	2,044	1,303	3,347
Shore-based .....	251	47	298
Corporate .....	153	49	202
Total .....	<u>2,448</u>	<u>1,399</u>	<u>3,847</u>

Approximately 87% of our employees and contractors comprise offshore rig-based crew members who carry out day-to-day operations. Our offshore crews include supervisors as well as trained and competent technical specialists in the areas of operations, safety, maintenance and marine support. Offshore crews typically work rotation schedules which vary according to jurisdiction and local practice.

The remaining 13% of our employees and contractors are shore-based or corporate, with the largest concentration employed at our corporate headquarters in Dubai. Our corporate headquarters houses centralized teams, who strive to ensure the consistent implementation of our operations processes, HSE and policy management systems worldwide as well as administrative personnel who provide technical and functional support to both the rigs and shore-based employees in other countries. The other shore-based employees and contractors work in the offices and yards that support our activities in the various countries in which we operate. They provide support in operations, commercial and marketing, technical, finance, human resources, procurement, HSE and information technology to our rigs, crews and our customers. Employees in some of the countries in which we operate are represented by trade unions and arrangements, including but not limited to collective bargaining agreements.

*Local Content*

A focus on local content remains central to our strategy. We view local employees as important both to ensuring a sustainable business, and to contributing to the communities in which we operate. We are committed on building high local content through hiring and developing employees from the countries in which we operate, including across our leadership teams. The continued drive and commitment to build high local content has resulted in locals representing 79% of our employees and contractors as of December 31, 2024. This enables us to strengthen customer and governmental relationships, particularly with NOCs, and results in a lower cost base. In addition, through significant positive impacts on the local economies including increased income and employment, our strategy directly supports our commitment to the United Nations’ sustainable development goals.

The following table shows the percentage of local employees and contractors in our key markets as of December 31, 2024:



	<b>Local employees and contractors</b>
MENAM .....	58%
North Sea .....	77%
Southeast Asia .....	87%
India .....	100%
West Africa .....	84%

*Diversity, Equal Opportunity and Labor and Human Rights*

We are committed to equal opportunity employment for all employees and applicants for employment and welcome the variety of experiences they bring to the Company. We recruit, hire, train, promote, and compensate without regard to race, color, citizenship, religion, gender, sexual orientation, marital status, age, or any other category of persons to the extent protected by applicable laws.

Our operations in Nigeria have continued to focus on recruitment and development of women in offshore roles. Likewise, our India operations recently initiated a women offshore program targeting petrochemical graduates, aiming to bolster diversity by encouraging their entry into rig-based positions.

We are committed to establishing and maintaining a work environment in which all individuals are respected and treated with dignity. We have a zero tolerance for discrimination or harassment in the workplace or any other work-related environment which governs all terms, conditions and actions related to employment. We prohibit all harassment, including verbal, written, or electronic dissemination of materials which are offensive or disparaging of others based on race, color, national origin, citizenship, religion, gender, sexual orientation, marital status, age, or any other category, whether the harassment is directed at a subordinate, co-worker, supervisor, customer, agent, guest, contractor or vendor. We recognize that discrimination can be indirect or unintentional and therefore strive to create awareness and educate our people in order to develop and maintain a truly inclusive and high performing culture. Our initiatives include mandatory training sessions for select employees on unconscious bias, diversity & inclusion, workplace harassment, reporting and non-retaliation, supplemented by awareness posters defining the characteristics of a truly inclusive workplace culture.

We respect labor rights as described in the fundamental conventions of the International Labor Organization, including freedom of association and collective bargaining as well as freedom from forced and compulsory labor, child labor and discrimination in respect of employment and occupation. We are committed to respecting and protecting labor rights as well as fundamental human rights as described in the United Nation’s guiding principles on business and human rights, both in our internal business as well as those of our business partners, suppliers, customers and others who are directly affected by our activities. We are committed to important issues such as non-discrimination, the right to privacy, employment contracts, protection against harassment and management-employee collaboration. We engage with the relevant employee representative groups, which operate in certain jurisdictions, and encourage active ongoing dialogue to ensure alignment of our collective interests. In 2024, we published a consolidated Norwegian transparency act and United Kingdom modern slavery act statement detailing our commitment to human rights, the diligence processes, actions taken, and future plans. Further, in 2024, we continued to train all our global shore-based and identified offshore employees with a comprehensive human rights learning module. This training equips them with the knowledge and skills to identify and respond to potential adverse human rights issues and risks across our operations.

Through our ongoing speak-up initiative we encourage our employees and third parties to ask compliance and ethics questions, raise concerns and report any actual or suspected misconduct, unethical or illegal behavior, or violations of our code of business conduct and its supporting policies or applicable laws, or seek advice on how to handle such situations. The Company has established various channels through which employees and third parties, such as suppliers, agents, and business partners, can report their concerns. The employees are always encouraged to talk openly and freely with their supervisors first or they can reach out to the head of compliance and ethics or the executive vice president. The Company has also made available the ethics helpline, which enables filing of confidential reporting of complaints, concerns and incidents either through the toll-free multilingual telephone hotline or a web-based form. The helpline is operated 24/7 by an independent third party provider to help maintain confidentiality and, when requested, anonymity. In 2024, we continued to promote our reporting mechanisms, including the QR code-enabled mobile platform for easy and secure reporting, catering to our expanding global presence.

### *Well Being*

We are committed to fostering a culture of respect, tolerance, integrity, and psychological safety where every individual is empowered to contribute and grow. That encompasses our commitment to supporting the health and wellbeing of our people. We provide comprehensive health insurance and benefits to all our employees to ensure that they have access to the necessary resources for maintaining their physical health and wellbeing. Recognizing the importance of work-life balance, we offer flexible work arrangements, where possible, to accommodate the diverse needs of our employees.

Furthermore, in 2024, we continued to increase the awareness of our global employee assistance program, which provides 24/7 emotional and psychological support & solutions to all employees. Leveraging a global network of resources and partners, the program offers solutions tailored to individual needs and is available in multiple languages across all our locations. The visibility of the program was increased through an awareness campaign, including posters around all our offshore rigs and offices.

We also expanded our mental health awareness initiative through comprehensive training sessions conducted for larger employee groups across various locations. Through this initiative, we continue to develop mental health champions who actively promote awareness and advocate for mental health within our organization and are equipped with knowledge and skills to identify and support colleagues facing mental health challenges.

### *Training and Development*

We value continuous learning and professional growth for our entire workforce. Our training initiatives cover diverse aspects of company policies, fostering a strong ethical framework through guidelines on business conduct, ethics, anti-corruption and conflict of interest.

For offshore employees, we provide access to a comprehensive training and development program that enables employees to progress from entry level positions through to the most-senior level on a rig. Employees acquire skills, knowledge and experience following a highly structured training matrix that specifies the training required for each role and responsibility. This is channeled into four main categories: on the job training, competency assessments, shore-based professional courses and regulatory and marine licensing training courses. Employee progress toward the next level and compliance with defined training targets are tracked through our online reporting system. Specific programs, such as the offshore development program, the fast track program, the engineer development program, aim to support the development and the promotion of high potential candidates. Regular reviews are held between the field and corporate management teams on an ad-hoc basis and as part of a structured annual succession planning process to ensure progress towards achieving the designated local content goals as well as the development of adequate bench strength for key positions.

Our fast track program was adjusted in 2024 following the rig suspensions in Saudi Arabia and the reduced attrition in other locations. Throughout the year, we had a total of 157 participants, with 72 graduating in 2024 and assuming key offshore roles. As of December 31, 2024, a total of 85 crews are still undergoing the training.

For shore-based and corporate employees, development plans are specific to the individual, their current role and potential future opportunities. In 2024, we continued to train all manager level employees at corporate with management skills, as well as coaching programs for selected employees across our workforce. For 2025, we are planning further specific trainings for shore-based employees at corporate and in field offices to enhance efficiency, management, and leadership skills.

### **Operating Expenses, Capital Expenditures and Deferred Costs**

Our business consists of providing services to our customers, often over multi-year service periods using a variety of specialized and high-value rigs and related equipment. As such, our business is capital intensive, requiring significant expenditures to purchase, operate, upgrade and maintain our fleet. Costs can be expensed, capitalized, or deferred depending on their specific nature.

- *Expensed* – Operating costs and routine expenditures for minor asset replacements and repairs and maintenance that do not increase the asset life or functionality are expensed as incurred. Additionally, mobilization and demobilization costs to relocate rigs without binding commitments are expensed when incurred.
- *Capitalized* – Capital expenditures include the cost of acquiring or constructing our property and equipment, which primarily consists of rigs and equipment. Expenditures for purchases, additions, improvements and substantial enhancements, are

capitalized along with other costs to bring the asset to the condition and location necessary for its intended use. Capital expenditures are included in property and equipment and are depreciated over the estimated useful life of the asset.

- *Deferred* – Certain expenditures associated with contract preparation, mobilization, regulatory inspections and major equipment overhauls that are expected to be recoverable are deferred. Deferred costs are included in other current assets and other long-term assets on the consolidated balance sheets and are amortized on a straight-line basis over either the contract term or the period until the next planned similar expenditure is made or for a period of five years for major equipment overhauls, as appropriate.

See “Note 2 – Significant Accounting Policies” to the Consolidated Financial Statements included in “Item 8. Financial Statements and Supplementary Data” for further discussion of our operating expenses, deferred costs and property and equipment, net.

In conducting our business, we incur operating costs and expenses, which consist primarily of operating and maintenance expenses. Our operating and maintenance expenses can be classified as rig related or shore-based.

Rig-related expenses are directly related to the operation of our rigs and include:

- *Rig personnel expenses* – These expenses consist of compensation, transportation, training and personnel safety equipment costs, as well as catering costs while the crews are on the rig. Such expenses vary by type of rig and from country-to-country reflecting the number of employees, the percentage of expatriate and national employees, local market rates, unionized trade arrangements and local regulatory requirements regarding payroll related taxes and charges, social security or similar programs and end of service benefits.
- *Rig maintenance expenses* – These consist of expenses related to operating and maintaining our rigs, other than personnel costs, such as the cost of repairs and maintenance, consumables and other costs, including the associated freight and customs duties.
- *Other rig-related expenses* – These expenses include all remaining operating expenses such as insurance, professional services, communication, short-term equipment rentals, lease expense, mobilization and demobilization costs and other miscellaneous costs.

Shore-based expenses include costs incurred by local shore-based offices in direct support of our rigs and operations in each associated jurisdiction and include the costs of shore-based personnel and facilities.

Our general and administrative expenses primarily include expenses related to our corporate headquarters in Dubai and personnel costs including compensation, benefits and share-based compensation related to our centralized projects teams and administrative departments. Centralized projects teams include HSE, marine operations, engineering, electrical, maintenance, supply chain and other technical and functional process experts. Administrative departments include executive management, legal, finance and accounting, human resources, information technology and other support departments. Expenses also include directors’ fees, provision for credit losses, and other general and administrative costs.

## **Item 1A. Risk Factors.**

### **Summary of Principal Risk Factors**

Users of this Form 10-K Equivalent should carefully consider the following risk factors in addition to the other information included in this document. Each of these risk factors could affect one or more of the following: our business, financial condition, results of operations and cash flows, and could also affect an investment in our Company. Our principal risk factors include risks related to our business and industry and risks related to our structure, which may differ from risks affecting other companies, as well as general risk factors that affect most businesses.

The following is a summary of our principal risk factors.

### ***Risks Related to our Business and Industry***



- Our business largely depends on the level of activity in the shallow water drilling industry, which is significantly affected by volatile oil and natural gas prices that drive activity in the oil and natural gas exploration and production industry.
- The industry has been historically competitive, cyclical and subject to price competition. If we are unable to compete successfully with our competitors, we may be materially adversely impacted.
- We may not be able to keep pace with technological developments and make adequate capital expenditures in response to newer and/or higher specification rigs or more fuel efficient/low-emission rigs being deployed within the industry and therefore our fleet may not satisfy the requirements of some customers.
- Our business involves numerous operating hazards; our insurance and contractual indemnity rights may not be adequate to cover any losses resulting from accidents and other events and our insurance may become more expensive or may become unavailable in the future.
- Our international operations in the shallow water drilling sector involve additional risks, which could adversely affect our business.
- Any failure to comply with the complex laws and regulations governing international trade, including import, export, anti-corruption, economic sanctions and embargoes could adversely affect our operations.
- We are subject to complex laws and regulations, including environmental laws and regulations that can adversely affect the cost, manner or feasibility of doing business.
- Our future business performance depends on our ability to renew contracts with existing customers and secure new contracts for our fleet of rigs.
- If customers reduce activity levels, terminate, suspend or seek to renegotiate contracts, or if market conditions dictate that we enter into contracts with unfavorable terms or increased risks, we may be materially adversely impacted.
- Our future contracted revenue, or backlog, may not ultimately be realized.
- We rely on a relatively small number of customers for a substantial portion of our current and future revenues.
- Climate change, the regulation of greenhouse gases and increasing development of renewable energy alternatives could have a negative impact on our industry, business and/or reputation.
- Compared to companies with greater resources, we may be at a competitive disadvantage.
- There may be limits to our ability to mobilize drilling rigs between geographic areas, and the duration, risks and associated costs of such mobilizations may be material to our business.
- The fair market value of our long-lived assets, including our drilling rigs and any rigs we acquire in the future, may decrease, which could result in impairments or cause us to incur a loss on the sale of such assets.
- Our labor costs and the operating restrictions that apply to us could increase as a result of collective bargaining negotiations and changes in labor laws and regulations.
- If we or our customers are unable to acquire or renew permits and approvals required for drilling operations, we may be forced to suspend or cease our operations, which may adversely affect our profitability.
- Our existing indebtedness imposes significant operating and/or financial restrictions on us that may prevent us from pursuing certain business opportunities and restrict our ability to operate our business.
- We are dependent upon cash flows from our operating subsidiaries to meet our obligations, including repayment of our debt. Our corporate structure and operations in multiple jurisdictions may impose limitations on the transfer of funds. If we become unable to pay our interest or debts as they become due or to obtain further credit, we may become subject to insolvency proceedings.
- To service and refinance our indebtedness, fund our capital and liquidity needs or pay any dividends, we may not generate

sufficient cash or have access to sufficient funding.

- We rely on proper functioning of our computer and data processing systems that must be regularly updated or replaced, and a large-scale malfunction could result in material adverse disruptions to our business.
- Developing and expanding data security and privacy requirements could increase our operating costs, and any failure by us or our vendors to maintain the security of certain customer, employee and business-related information could result in damage to our reputation, be costly to remediate and result in regulatory action.
- We depend heavily upon the security and reliability of our technology systems and those of our service and equipment vendors, and such systems are subject to cybersecurity risks and threats.
- Technology disputes could negatively impact our operations or increase our costs.
- Supply chain disruptions such as supplier capacity constraints or shortages in parts or equipment, supplier production disruptions, supplier quality and sourcing issues or price increases could increase our operating costs, decrease our revenues and adversely impact our operations.
- Our purchase of existing jack-up rigs carries risks associated with the condition and quality of those rigs.
- Newbuild rig projects and reactivation of stacked rigs, as well as upgrade, refurbishment and repair projects are subject to various risks, which could cause delays or cost overruns.
- We may be unable to successfully obtain and integrate additional rigs on economically acceptable terms, or at all, which may adversely affect the Company and our future growth.
- Fluctuations in exchange rates and non-convertibility of currencies could result in losses to us.
- If any part of our business is moved outside of its current operative jurisdiction our overall tax exposure may change.

***Risks Related to our Structure and Ownership of our Common Stock***

- We are exposed to regulatory and enforcement risks regarding taxes. U.S. tax authorities may treat us as a passive foreign investment company, causing potential adverse U.S. federal tax consequences to our U.S. shareholders.
- Subsequent to our initial public offering in 2018, we are subject to both Cayman Islands regulatory requirements and the requirements applicable for Companies listed on the OSE, and any subsequent changes to these requirements, and, as such, we may be subject to review by the relevant authorities.
- Shareholder rights and responsibilities will be governed by Cayman Islands law and will differ in some respects from the rights and responsibilities of shareholders under other jurisdictions, including Norway and the U.S., and our shareholder rights under Cayman Islands law may not be as clearly established as shareholder rights under the laws of other jurisdictions.
- Certain of our shareholders own a significant proportion of our common shares, and their interests may conflict with those of ours.
- In the recent past, we have not paid any dividends on our common shares, our ability to pay dividends is subject to certain restrictions and the availability and timing of future dividends, if any, is uncertain, which could influence the price of our common shares.
- Future issuances of our common shares or other securities could dilute the holdings of holders of our common shares and could materially affect the price of our common shares, and preemptive rights are not available to holders of our common shares.
- The transfer of our common shares and their underlying assets is subject to restrictions under the securities laws of the U.S. and other jurisdictions.
- Investors could be unable to recover losses in civil proceedings in jurisdictions other than the Cayman Islands and Norway.

### **General Risk Factors**

- We are exposed to the credit risks of our key customers and certain other third parties.
- We are dependent on our senior management team, other key employees and directors of our board, and the business could be negatively impacted if we are unable to attract and retain personnel necessary for our success.
- We are dependent on the availability and retention of skilled personnel, which may be adversely affected by increases in labor costs.
- We may be subject to litigation and disputes that could have a material adverse impact on our business, financial condition, results of operations and cash flows.
- Any relevant change in tax laws, regulations, or treaties, and relevant interpretations thereof, for any country in which we operate, earn income, generate losses or are considered to be a tax resident, and/or the loss of any major tax dispute, or a successful challenge to our intercompany pricing policies or operating structures could have an adverse impact on our financial condition, results of operations and cash flows.

Please see below for a more detailed description of the risks affecting our Company.

### **Risks Related to our Business and Industry**

*Our business largely depends on the level of activity in the shallow water drilling industry, which is significantly affected by volatile oil and natural gas prices that drive activity in the oil and natural gas exploration and production industry.*

The level of activity of the offshore oil and natural gas industry is cyclical, volatile and impacted by oil and natural gas prices. Oil and natural gas prices are unpredictable and are affected by numerous factors beyond our control, including the worldwide demand for oil and natural gas and worldwide production of oil and natural gas.

Worldwide demand for oil and natural gas is impacted by:

- global economic growth and the health of the global economy, including financial instability or recessions;
- the occurrence or threat of epidemic or pandemic diseases and any related business and government responses;
- technical advances and increased adoption of alternative and renewable energy sources; and
- technological improvements that improve energy efficiency and reduce consumption and the development and exploitation of alternative fuels.

Worldwide production of oil and natural gas is impacted by:

- expectations regarding future energy prices;
- the cost of exploring for, developing, producing and delivering oil and natural gas;
- advances in exploration, development and production technologies;
- the discovery rate of new oil and natural gas reserves and their locations;
- increased supply of oil and natural gas resulting from growing onshore hydraulic fracturing activity and shale development;
- the diversification of IOCs and the shifting of budget allocations away from traditional oil and natural gas exploration and development projects into renewable energy and other non-core business projects;
- the ability of the Organization of Petroleum Exporting Countries (“OPEC”) to set, comply and maintain production levels and pricing and the level of production in non-OPEC countries;
- merger and divestiture activity among oil and natural gas producers;
- weather conditions, including natural disasters;
- the availability of, and access to, suitable locations from which our customers can explore and produce hydrocarbons and

available pipeline and other oil and natural gas transportation capacity;

- tax laws, regulations and policies or speculation regarding future laws or regulations, including the policies and regulations of various governments regarding exploration and development of their oil and natural gas reserves;
- activities by non-governmental organizations to restrict the exploration, development and production of oil and natural gas so as to reduce the potential harm to the environment from such activities, including emission of carbon dioxide, a greenhouse gas and
- the worldwide political and military environment, including uncertainty or instability resulting from an escalation or additional outbreak of armed hostilities or other crises in the Middle East, Russia or other geographic areas or further acts of terrorism in the regions in which we operate, or elsewhere.

There is no guarantee that prices, and the corresponding demand for our services and dayrates we can charge, will improve, remain at the current levels or not decline in the future. Significant declines in global oil and natural gas prices and sustained periods of low prices typically cause a reduction in the exploration, development and production activities of most of our customers and their spending on our services. Oil and natural gas companies' capital expenditure budgets are dependent on cash flows from such activities and are therefore sensitive to changes in energy prices and cuts in their spending curtail drilling programs, reducing the demand for our services, the rates we can charge and the utilization of our rigs, which can have a material adverse effect on our business, financial condition, results of operations and cash flows.

***The industry has been historically competitive, cyclical and subject to price competition. If we are unable to compete successfully with our competitors, we may be materially adversely impacted.***

Historically, the shallow water drilling industry has been cyclical with periods of high demand, limited supply and high dayrates alternating with periods of low demand, excess supply and low dayrates. Periods of low demand and excess supply intensify competition in the industry and may result in some drilling rigs being stacked or earning substantially lower dayrates for long periods of time. We have idled and stacked rigs in response to market conditions and may idle and stack additional rigs in the future, and such rigs may not return to service in the near term or at all. In addition, we have in the past and may in the future enter into lower dayrate drilling contracts in response to market conditions which reduces the revenues we earn from such contracts. The offshore drilling industry is also influenced by volatile oil and natural gas prices that drive activity in the oil and natural gas exploration and production industry, as discussed above. Prolonged periods of low utilization and dayrates, as well as extended periods when rigs are stacked, could reduce demand for our services and materially adversely affect our revenues, financial condition, results of operations or cash flows.

The shallow-water drilling industry in which we operate is extremely competitive with numerous industry participants, and contracts have traditionally been awarded on a competitive bid basis. Price competition is frequently a major factor in determining a contract award. Customers may also consider unit availability and location, operational and safety performance records and age, condition and suitability of equipment. In addition, if our competitors enter into joint venture agreements with some of our largest customers, this could make it more difficult for us to obtain additional contracts from these customers. Competition for offshore rigs is typically global, as drilling rigs are mobile and may be moved from areas of low utilization and dayrates to areas of greater activity and corresponding higher dayrates. Costs connected with relocating drilling rigs for these purposes are sometimes substantial and are generally borne by the contractor. The over-supply of marketed jack-up rigs, which can be increased by new rigs under construction or reactivation of stacked rigs, increases competition and can lead to lower dayrates. The inability to compete successfully with our competitors could have a material adverse effect on our revenues, results of operations and cash flows.

***We may not be able to keep pace with technological developments and make adequate capital expenditures in response to newer and/or higher specification rigs or more fuel efficient/low-emission rigs being deployed within the industry and therefore our fleet may not satisfy the requirements of some customers.***

The market for our services is characterized by technological developments which result in improvements in the functionality and performance of rigs and equipment. Customers may require higher specification rigs, other classes of rigs with different capabilities or the ability to operate in different environments, such as deep water. Customers may demand the services of newer rigs, and may in the future impose restrictions on the maximum age of contracted rigs. Additionally, in response to climate change, more fuel efficient or low-emission rigs may be introduced or may become standard in the industry or customers may institute stricter requirements such as specifications for rig design, emissions output or chemical usage. Customer demands for newer, higher specification rigs might also result in a bifurcation of the market, with newer rigs operating at higher overall utilization rates and

dayrates.

Our future success and profitability will depend, in part, upon our ability to keep pace with these and other technological developments and customer requirements. As we have a number of older rigs, we may be required to increase capital expenditure to maintain and improve existing rigs and equipment, retire obsolete or outdated equipment earlier than previously anticipated and/or purchase and construct newer, higher specification drilling rigs to meet the increasingly sophisticated needs of customers. To the extent that we are unable to negotiate agreements for customer reimbursement for the cost of increasing the specification of our drilling rigs, we could be incurring higher capital expenditures than planned. If, in response to technological developments or changes in standards in the industry, we are not successful in acquiring new equipment or upgrading existing equipment in a timely and cost-effective manner, we could lose business and profits. In addition, current competitors or new market entrants may develop new technologies, services or standards that could render some of our services or equipment obsolete, which could materially adversely affect our revenues, financial condition, results of operations and cash flows.

***Our business involves numerous operating hazards; our insurance and contractual indemnity rights may not be adequate to cover any losses resulting from accidents and other events and our insurance may become more expensive or may become unavailable in the future.***

Our operations are subject to the usual hazards inherent in the drilling, completion and operation of oil and natural gas wells. These hazards include, but are not limited to blowouts, punch through, loss of control of the well, abnormal drilling conditions, mechanical or technological failures, seabed cratering, fires and pollution and failure of our employees to comply with internal HSE guidelines. Operations may be suspended because of machinery breakdowns, abnormal operating conditions, failure of subcontractors to perform and personnel shortages.

In addition, our operations are subject to perils peculiar to marine operations including capsizing, grounding, collision, sinking and loss or damage from severe weather, including monsoons. Severe weather could have a material adverse effect on our operations, damaging our rigs from high winds, turbulent seas, or unstable sea bottom conditions.

Damage to the environment could result from our operations, particularly through blowouts, oil spillage or extensive uncontrolled fires.

The occurrence of any of these events may result in the suspension of operations, loss of dayrate revenues, lower utilization rates, severe damage or destruction of property and equipment, injury or death to personnel, environmental damage, increased insurance costs, fines or penalties, personal injury and other claims by personnel, and claims or investigations by the operator, regulatory bodies and others affected by such events. We may also be subject to fines or penalties (for which indemnification may not be available) resulting from property, environmental, natural resource and other damage claims by governments, environmental organizations, oil and natural gas companies and other businesses operating offshore and in coastal areas, including claims by individuals living in or around coastal areas. Damage or destruction of our property and equipment could potentially cause us to curtail operations for significant periods of time while repairs are completed. Any of which could have a material adverse impact on our revenues, financial condition, results of operations and cash flows.

As is customary in the offshore drilling industry, we have undertaken to mitigate the risks of our operations through insurance and contractual indemnities from our customers. However, insurance policies have limits and exclusions and may not provide full coverage for, and most of our customer contracts do not fully indemnify us from, all losses or liabilities resulting from our operations. Further, we may experience increased costs for available insurance coverage, which may impose higher deductibles and limit maximum aggregated recoveries, including for hurricane, monsoon, or cyclone-related damage or loss. Because insurers in general also struggle with eliminating risks of events that lead to correlated losses through insurance pooling, such as natural hazards, many insurers refrain from insuring these risks. The severity of correlated risks is also difficult to predict, leading to high-priced and unfavorable insurance premiums and/or deductibles with those insurers who do offer coverage for such losses. Insurance costs may increase in the event of ongoing patterns of adverse changes in weather or climate. Moreover, we may not be able to maintain adequate insurance or obtain insurance coverage for certain risks in the future at rates we consider reasonable or at all, our customers may not be willing or able to indemnify us against all these risks or we may not be able to enforce contractual indemnities due to legal or judicial factors. Although we believe that our insurance covers many risks common to our industry, we do not have insurance coverage or indemnification for all risks and we may not be adequately covered for certain losses. If a significant accident or other event occurs, including but not limited to severe weather, terrorist acts, war, civil disturbances, pollution or environmental damage, that results in a loss which is not fully covered by insurance or a recoverable indemnity from a customer, it could adversely affect our business, financial condition, results of operations and cash flows.

***Our international operations in the shallow water drilling sector involve additional risks, which could adversely affect our***

*business.*

We operate in various regions throughout the world and as a result we may be exposed to political and other uncertainties, including risks of:

- terrorist acts, armed hostilities, geopolitical events, military actions, war and civil disturbances, including in the Middle East;
- acts of piracy affecting ocean-going rigs, particularly in areas that have historically been impacted by piracy, such as West Africa and Southeast Asia;
- significant governmental influence over many aspects of local economies;
- repudiation, nullification, modification or renegotiation of contracts;
- limitations on insurance coverage, such as war risk coverage, in certain areas;
- political unrest or revolutions;
- monetary policy and foreign currency fluctuations and devaluations;
- the inability to repatriate income or capital;
- complications associated with repairing and replacing equipment in remote locations;
- import-export quotas, wage and price controls and imposition of trade barriers;
- regulatory or financial requirements to comply with foreign bureaucratic actions;
- changing taxation policies, including confiscatory taxation;
- other forms of government regulation and economic conditions that are beyond our control;
- corruption;
- natural disasters;
- public health threats, including pandemic events and
- claims by employees, third parties or customers.

In addition, international drilling operations are subject to various laws and regulations of the countries in which we operate, including laws and regulations relating to:

- the equipping and operation of rigs;
- repatriation of foreign earnings;
- oil and natural gas exploration and development;
- taxation of offshore earnings and the earnings of expatriate personnel and
- use and compensation of local employees and suppliers by foreign contractors.

Some governments favor or effectively require (i) the awarding of drilling contracts to local contractors or to rig owners that are majority-owned by their own citizens, (ii) the use of a local agent or (iii) foreign contractors to employ citizens of, or purchase supplies from, a particular jurisdiction.

Furthermore, our business operations require authorizations from various national and local government agencies. Obtaining these authorizations can be a complex, time-consuming process, and we cannot guarantee that we will be able to obtain or renew the authorizations required to operate our business in a timely manner or at all. This could result in the suspension or termination of operations or the imposition of material fines, penalties or other liabilities.

These factors may adversely affect our ability to compete in those regions. We are unable to predict future governmental regulations which could adversely affect the international drilling industry. The actions of governments may adversely affect our ability to compete effectively. As such, we may be unable to effectively comply with applicable laws and regulations, including those relating to sanctions and import/export restrictions, which may result in a material adverse effect on our business, financial condition, results of operations and cash flows.

***Any failure to comply with the complex laws and regulations governing international trade, including import, export, anti-***

***corruption, economic sanctions and embargoes could adversely affect our operations.***

The shipment of equipment and materials required for shallow water drilling operations across international borders subjects us to extensive import and export laws and regulations governing our assets, equipment and materials, including those enacted by the U.S. and/or countries in which we operate. Moreover, many countries control the export/import and re-export of certain goods, services and technology and may impose related export/import recordkeeping and reporting obligations. Governments also may impose economic sanctions and/or embargoes against certain countries, persons and other entities that may restrict or prohibit transactions involving such countries, persons and entities.

These various jurisdictional laws and regulations regarding export/import controls and economic sanctions are complex, constantly changing, may be unclear in some cases and may be subject to changing interpretations. They may be enacted, amended, enforced or interpreted in a manner that could materially impact our operations. Materials shipments and rig import/export may be delayed and denied for a variety of reasons, some of which are outside our control, and include our failure to comply with existing legal and regulatory regimes. Delays or denials could cause unscheduled operational downtime or termination of customer contracts. Any failure to comply with applicable legal and regulatory international trade obligations could also result in criminal and civil penalties and sanctions, such as fines, imprisonment, debarment from government contracts, seizure of shipments and loss of import/export privileges, which may have a material adverse effect on our business, financial condition, results of operations and cash flows.

We operate drilling rigs in a number of countries, including in some developing economies, which can involve inherent risks associated with fraud, bribery and corruption and where strict compliance with anti-corruption laws may conflict with local customs and practices. As a result, we may be subject to risks under the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act 2010 and similar laws in other jurisdictions that generally prohibit companies and their intermediaries from making, offering or authorizing improper payments to government officials for the purpose of obtaining or retaining business. We are required to do business in accordance with applicable anti-corruption laws as well as sanctions and embargo laws and regulations (including U.S. Department of the Treasury-Office of Foreign Assets Control requirements) and we have adopted policies and procedures, including a code of business conduct and ethics, which are designed to promote legal and regulatory compliance with such laws and regulations. However, either due to our acts or omissions or due to the acts or omissions of others, including our employees, agents, joint venture partners, local sponsors or others, we may be determined to be in violation of such applicable laws and regulations or such policies and procedures. Any such violation could result in substantial fines, sanctions, deferred settlement agreements, civil and/or criminal penalties and curtailment of operations in certain jurisdictions and the seizure of our rigs and other assets and might, as a result, materially adversely affect our business, financial condition, results of operations and cash flows.

Our customers in relevant jurisdictions could seek to impose penalties or take other actions adverse to our interests. In addition, actual or alleged violations could damage our reputation and ability to do business and could cause investors to view us negatively and adversely affect the market for our common shares. Furthermore, detecting, investigating and resolving actual or alleged violations are expensive and can consume significant time and attention of senior management regardless of the merit of any allegation. We may also be subject to competitive disadvantages to the extent that our competitors are able to secure business, licenses or other preferential treatment by making payments to government officials and others in positions of influence or using other methods that U.S. and other laws and regulations and our own policies prohibit us from using.

***We are subject to complex laws and regulations, including environmental laws and regulations that can adversely affect the cost, manner or feasibility of doing business.***

Our operations are subject to numerous stringent HSE laws and regulations in the form of international conventions and treaties, national, state and local laws and regulations in force in the jurisdictions in which our drilling rigs operate or are registered, which can, directly or indirectly, significantly affect the ownership and operation of the rigs. These requirements include, but are not limited to, MARPOL, CLC, BUNKER and various international, national and local laws and regulations that impose compliance obligations and liability related to the use, storage, treatment, disposal and release of petroleum products and other hazardous substances that may be present at, or released or emitted from, our operations. Furthermore, the IMO, at the international level, or national or regional legislatures in the jurisdictions in which we operate, including the European Union ("EU"), may pass or promulgate new environmental laws or regulations. Compliance with such laws, regulations and standards, where applicable, may require installation of costly equipment or operational changes and may affect the resale value or useful life of our rigs. We are required to obtain HSE permits from governmental authorities for our operations, and we may have difficulty in obtaining or maintaining such permits.

We may also incur additional costs in order to comply with other existing and future laws or regulatory obligations, including, but not limited to, costs relating to air emissions, including greenhouse gases, management of ballast waters, rig maintenance and inspection, management of solid and hazardous materials and waste, and development and implementation of

emergency procedures for, and liability and compensation schemes related to, accidents, pollution and other catastrophic events.

Laws and regulations protecting the environment have generally become more stringent over time. In the event we were to incur additional costs to comply with existing or future laws or regulatory obligations, these costs could have a material adverse effect on our business, financial condition, results of operations and cash flows. In addition, existing or future laws could increase costs for our customers, our vendors or our service providers, which could result in lower demand for our services, lower dayrates, or increasing costs.

A failure to comply with applicable laws and regulations may result in administrative and civil penalties, criminal sanctions or the suspension or termination of operations. Environmental laws often impose strict liability, which could subject us to liability without regard to negligence or fault. For example, in certain jurisdictions, owners, operators and bareboat-charterers may be jointly and severally strictly liable for the discharge of oil in territorial waters, including the 200 nautical mile exclusive economic zone. In addition, laws and regulations may impose liability on generators of hazardous substances, and as a result we could face liability for cleanup costs at third party disposal locations. We are required to satisfy insurance and financial responsibility requirements for potential oil (including marine fuel) spills and other pollution incidents and the insurance may not be sufficient to cover all such risks. Environmental claims against us could result in a material adverse effect on our business, financial condition, results of operations and cash flows.

Although some of our rigs are separately owned by subsidiaries, under certain circumstances a parent company and all of the rig-owning affiliates in a company under common control could be held liable for damages or debts owed by one of the affiliates, including liabilities for oil spills under environmental laws. Therefore, it is possible that we could be subject to liability upon a judgment against us or any one of our subsidiaries.

Our operations could cause the accidental release of oil or hazardous substances. Any releases may be large in quantity, above the permitted limits or occur in protected or sensitive areas where public interest groups or governmental authorities have special interests. Any releases of oil or hazardous substances could result in substantial fines and other costs and liabilities, such as costs to upgrade rigs, clean up the releases and comply with more stringent requirements in our discharge permits, claims for natural resource, personal injury or other damages, and material adverse publicity. Although our contracts generally provide for indemnification from our customers for some of these costs, the inability or other failure of our customers to fulfill any indemnification obligations they have, or the unenforceability of our contractual protections could have a material adverse effect on our financial condition, results of operation and cash flows. Moreover, these releases may result in customers or governmental authorities suspending or terminating our operations in the affected area.

If a major incident were to occur in our industry, such as a catastrophic oil spill or other accident subject to international media attention, this could lead to an industry-wide regulatory response which may result in increased operating costs. Any changes to existing laws in the jurisdictions in which we operate prompted by such a future event could increase our operating costs and future risk of liability. In addition, we may be required to post additional surety bonds to secure performance, tax, customs and other obligations relating to our rigs in jurisdictions where bonding requirements are already in effect and in other jurisdictions where we may operate in the future. These requirements would increase the cost of operating in these countries.

Any of the above could materially adversely affect our business, reputation, financial condition, results of operations and cash flows.

***Our future business performance depends on our ability to renew contracts with existing customers and secure new contracts for our fleet of rigs.***

Our ability to secure contract renewals where we are the incumbent rig provider, and to win tenders for new contracts is affected by a number of factors both within and outside of our control. Negotiations and tenders can be impacted by various factors including market conditions, rig specifications, safety record requirements, competition and governmental approvals required by customers. While our preference is generally to renew contracts with our existing customers, if the customer decides not to renew its contract, we then seek to secure a new customer contract for that rig. While we actively market our rigs prior to the expiry of their existing contracts, there can be no assurance that we will be able to renew or extend existing contracts or secure new arrangements before the original contract lapses. Re-contracting a rig may involve participation in either a direct renegotiation with the customer or in a new tender process.

If we are unable to renew contracts or we are not selected for new contracts, or if the contracts we enter into are delayed, workflow may be interrupted and our business, financial condition and results of operations may be materially adversely affected. Based on 31 customer contracts in place as of December 31, 2024, eight are scheduled to expire before December 31, 2025, 13 are



scheduled to expire during 2026, with a further 10 contracts scheduled to expire at times subsequent to December 31, 2026. Failure to renew a contract could lead to a rig being stacked and/or having to enter into a new contract at lower dayrates, shorter terms or in other geographical areas and could materially adversely affect our revenues, financial condition, results of operations and cash flows.

***If customers reduce activity levels, terminate, suspend or seek to renegotiate contracts, or if market conditions dictate that we enter into contracts with unfavorable terms or increased risks, we may be materially adversely impacted.***

Customers may seek to renegotiate, suspend or terminate their contracts, and during periods of unfavorable market conditions, including low oil and natural gas prices and over-supply of rigs, we are subject to an increased risk of our customers taking such actions. Certain of our customers may have the right to suspend or terminate contracts without limitations. Additionally, certain contracts may contain clauses allowing for termination due to downtime or operational problems above the contractual limits, safety-related issues, if the drilling rig is not delivered to the customer within the specified time period or in other specified circumstances, which may include events beyond our control. Some of these contracts may require us to pay penalties, which could be material. Certain of our contracts provide for cancellation at the option of the customer upon payment of a penalty to us, which may not fully compensate us for the loss of the contract. Early termination of a contract may result in a drilling rig being idle for an extended period of time. Customers without favorable termination language may seek to renegotiate existing contracts, including for some of the termination reasons described above. During periods of unfavorable market conditions, a customer may no longer need a rig that is under contract or may be able to obtain a comparable rig at a lower dayrate. As a result, customers may seek to renegotiate the terms of their existing contracts to shorten the length of the contract or lower the dayrate or customers may seek to suspend, terminate or otherwise avoid their obligations under those contracts.

Currently, our drilling contracts are dayrate contracts, where we charge a fixed rate per day regardless of the number of days needed to drill the well. While we plan to continue to perform services on a dayrate basis, market conditions may dictate that we enter into contracts that provide for payment based on a footage basis, where we are paid a fixed amount for each foot drilled regardless of the time required or the problems encountered in drilling the well, or enter into turnkey contracts whereby we agree to drill a well to a specific depth for a fixed price and bear some of the well equipment costs. These types of contracts would expose us to greater risk than dayrate contracts, as we would be subject to down hole geologic conditions in the well that cannot always be accurately determined and subject us to greater risks associated with equipment and down hole tool failures. Exposure to these risks may result in significant cost increases or may result in a decision to abandon a well project and forfeit the associated revenues.

Any successful efforts by our customers to reduce activity levels, terminate, suspend, or renegotiate contract terms and any changes in our contracts that subject us to unfavorable terms and increased risks could have a material adverse effect on our revenues, financial conditions, results of operations and cash flows.

***Our future contracted revenue, or backlog, may not ultimately be realized.***

The contract backlog relating to our rigs was approximately \$2.1 billion as of December 31, 2024, including the suspended rigs in Saudi Arabia. The amount of contract backlog does not necessarily indicate future earnings, and the contract backlog may be adjusted up or down depending on various factors both within and outside of our control.

The contract drilling dayrate used in the calculation of contract backlog may be higher than the actual dayrate we ultimately receive. Actual dayrates earned may be lower than the standard operating dayrate, and may consist of alternative dayrates such as a waiting-on-weather rate, repair rate, standby rate, force majeure rate or moving rate. The contract drilling dayrate may also be higher than the actual dayrate earned because of factors resulting in lost dayrate revenue, including scheduled or unscheduled rig downtime or suspension of operations. Additionally, renegotiation of dayrates or contracts that provide for periodic adjustments of contract dayrates, including those linked to oil or natural gas prices, may cause a difference in actual revenues as compared to contract backlog.

The days of backlog revenue used in the calculation of contract backlog may also be higher or lower than the actual number of days the rig earns a dayrate. The number of days can be extended due to contract extensions or the exercise by the customer of extension options or the award of new contracts. Contract provisions that allow the customer to extend the term of the contract to finish drilling a well in progress can also result in an increase, as this additional time is not included in the calculation of the contract backlog. Early cancellation of existing contracts (for which we may not be entitled to compensation or notice), failure by customers to complete existing contracts, unscheduled downtime, or the unavailability of rigs and equipment to fulfill a contract may result in a lower than expected number of contract days.

Any changes in the dayrate and number of days used to calculate contract backlog could result in materially lower revenues than indicated by the contract backlog.

***We rely on a relatively small number of customers for a substantial portion of our current and future revenues.***

Our customer base includes NOCs and IOCs, together with a small number of independent oil and natural gas companies. The drilling industry is subject to the usual risks associated with having a limited number of customers. Our top three customers accounted for 65% of contract backlog and 58% of revenues for the year ended December 31, 2024. Our business, financial condition, results of operations and cash flows could be materially adversely affected if any of these customers were to reduce their contractual commitments to us or suspend or withdraw their approval for us to provide services for them.

Our growth is also closely connected to the growth in activity of our customers and our results may be impacted if certain key customers were to significantly reduce their growth strategy. Furthermore, if any of our major customers failed to compensate us for our services, terminated contracts, failed to renew existing contracts or refuse to enter into new contracts with us, or if a customer were unable to perform due to liquidity or solvency issues, and similar contracts with new customers were not forthcoming, our revenues, financial condition, results of operations and cash flows would be materially adversely affected.

***Climate change, the regulation of greenhouse gases and increasing development of renewable energy alternatives could have a negative impact on our industry, business and/or reputation.***

The scientific community has concluded that increasing concentrations of greenhouse gases in the Earth's atmosphere are producing climate changes that have significant physical effects, such as increased frequency and severity of storms, floods and other climatic events. Such events could have a materially adverse effect on our operations, especially given that our rigs may need to curtail operations or suffer damage during extreme weather events.

Current and future regulations relating to greenhouse gases and climate change also may result in increased compliance costs or additional operating restrictions on our business. The negative impacts of greenhouse gases and climate change have resulted in adverse publicity for the oil and natural gas industry and could cause damage to our reputation. In addition, because our business depends on the level of activity in the offshore oil and natural gas industry, existing or future regulations or other agreements related to greenhouse gases and climate change, including carbon taxes or greenhouse gas fees or incentives to conserve energy or use renewable energy alternatives, could decrease the demand for oil and natural gas or decrease exploration activity.

Any of the factors discussed above could materially adversely affect our business, reputation, financial condition, results of operations and cash flows.

***Compared to companies with greater resources, we may be at a competitive disadvantage.***

Certain of our competitors in the shallow water drilling industry may have more diverse fleets and greater financial and other resources and assets than we do. Similarly, some of these competitors may be significantly better capitalized than we are, which may make them more able to keep pace with technological developments and make more substantial improvements in the functions and performance of rigs and equipment than we can. In addition, such competitors may be a preferable alternative for customers concerned about counterparty credit risks, including a partner's ability to cover potentially significant liabilities. Further, competitors with more diversified fleets or who have successfully acquired or upgraded their existing rigs or equipment in a more timely and cost-effective manner than us, may be better positioned to withstand unfavorable market conditions. Additionally, we may be at a competitive disadvantage to those competitors that are better capitalized to withstand the effects of a commodity price down-cycle. As a result, our competitors may have competitive advantages that may adversely affect our ability to compete with them in our efforts to contract our rigs on favorable terms, if at all, and correspondingly have a material adverse impact on our revenues, financial condition, results of operations and cash flows.

***There may be limits to our ability to mobilize drilling rigs between geographic areas, and the duration, risks and associated costs of such mobilizations may be material to our business.***

The offshore drilling market is generally a global market as drilling rigs may be moved from one area to another. However, the ability to mobilize drilling rigs can be impacted by several factors including, but not limited to, governmental regulation and customs practices, the significant costs and risk of damage related to moving a drilling rig, availability of suitable tow vessels to move the rigs, weather conditions, political instability, civil unrest, military actions and the technical capability of the drilling rigs to relocate and operate in various environments. Additionally, while a jack-up rig is being mobilized from one geographic market to another, we may not be paid for the time that the jack-up rig is out of service or be reimbursed for costs attributable to such relocation. Further, despite the ability to move rigs, not all of our rigs are designed to work in all regions, in all water depths or over all types of seafloor conditions. We may speculatively relocate a rig to another geographic market without a customer contract, which could result in costs that are not reimbursable by future customers, which could have a material adverse effect on our revenues, financial condition, results

of operations and cash flows.

***The fair market value of our long-lived assets, including our drilling rigs and any rigs we acquire in the future, may decrease, which could result in impairments or cause us to incur a loss on the sale of such assets.***

We evaluate our property and equipment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. We consider the general economic and business environment, industry specific indicators, Company specific factors and conditions related to specific assets or asset groups to determine when we need to test our assets for impairment. An impairment loss on property and equipment exists when the estimated undiscounted future cash flows expected to result from the use of the asset and its eventual disposition are less than its carrying amount. Our largest value assets are our rigs.

The fair market value of any rigs that we own may increase or decrease depending on a number of industry and market factors, including:

- general economic and market conditions affecting the offshore drilling industry, including the price of oil and natural gas and competition from other offshore drilling companies;
- prevailing level of contract dayrates and industry rig utilization rates;
- types, sizes and ages of drilling rigs available in the market, including specifications and condition;
- supply and demand for drilling rigs;
- costs of newly built rigs;
- liquidity of the market for drilling rigs;
- governmental or other regulations and
- technological advances.

Such factors could cause us to record an impairment loss on a rig, which could materially adversely affect our financial condition and results of operations. If we sell a drilling rig at a time when prices for drilling rigs have fallen, such a sale may result in a realized loss, and lower than expected proceeds, which could materially adversely affect our financial condition, results of operations and cash flows.

***Our labor costs and the operating restrictions that apply to us could increase as a result of collective bargaining negotiations and changes in labor laws and regulations.***

Some of our employees in certain countries are represented by unions and may, from time to time, work under collective bargaining agreements. Employees in other countries have in the past and may in the future be represented by labor unions. In addition, some of our contracted labor works under collective bargaining agreements. As part of the legal obligations in some of these collective bargaining agreements, we are required to contribute certain amounts to retirement funds and are restricted in our ability to dismiss employees. In addition, where our employees are represented by unions, we may be required to negotiate wages with union representatives. Efforts may be made from time to time to unionize additional portions of our workforce. Negotiations with unions relating to collective bargaining agreements and other labor related matters could result in higher personnel costs, other increased costs or increased operating restrictions, or even labor stoppages, strikes or slowdowns.

We may be required to make significant capital and operating expenditures to comply with laws and the applicable regulations, and standards of labor laws and regulations and customer and government implementation of minimum local content requirements in the various jurisdictions in which we operate. Such laws and regulations may change without notice, and the cost of compliance could be higher than anticipated.

Labor costs change due to unions and collective bargaining agreements and the costs of complying with labor laws and regulations could materially adversely affect our financial condition, results of operations and cash flows.

***If we or our customers are unable to acquire or renew permits and approvals required for drilling operations, we may be forced to suspend or cease our operations, which may adversely affect our profitability.***

Oil and natural gas exploration and production operations require numerous permits and approvals for us and our customers from governmental agencies in the areas in which we operate. In addition, many governmental agencies have increased regulatory oversight and permit requirements in recent years. Obtaining and maintaining compliance with all necessary permits and approvals

may require substantial expenditures and time. If we or our customers are not able to obtain necessary permits and approvals in a timely manner, our operations will be adversely affected. In addition, future changes to, or an adverse change in the interpretation of, existing permit and approval requirements may delay or curtail our operations, require us to make substantial expenditures to meet compliance requirements, or create a risk of expensive delays or loss of value if a project is unable to function as planned, any of which could have a material adverse impact on our revenues, financial condition, results of operations and cash flows.

***Our existing indebtedness imposes significant operating and/or financial restrictions on us that may prevent us from pursuing certain business opportunities and restrict our ability to operate our business.***

As of December 31, 2024, we had a total principal amount of indebtedness of \$1,057.5 million of 9.625% senior secured notes, due April 2029, \$315.0 million of 9.875% senior secured bonds, due November 2028, and \$25.0 million of term loan, due March 2025. The level of our indebtedness and the terms of the agreements governing our existing indebtedness contain covenants that may restrict our ability to take various actions, such as to:

- incur or guarantee additional indebtedness or issue certain preferred shares;
- pay dividends or make other distributions on, or redeem or repurchase, any equity interests;
- make other restricted payments;
- make certain acquisitions or investments;
- create or incur liens;
- transfer or sell assets;
- incur restrictions on the payments of dividends or other distributions from restricted subsidiaries;
- enter into certain transactions with affiliates and
- consummate a merger or consolidation or sell, assign, transfer, lease or otherwise dispose of all or substantially all of our assets or certain subsidiaries' assets.

Our ability to comply with these covenants may be affected by many factors, both within and beyond our control, including but not limited to our future performance, falling oil and natural gas prices, prolonged periods of low dayrates, the possible termination or loss of contracts and reduced values of our rigs. We may not satisfy these or other covenants in our existing indebtedness. Our failure to comply with the obligations under the agreements governing our existing indebtedness could result in an event of default under such agreements, which could result in the acceleration of our indebtedness, in whole or in part. In addition, our existing debt agreements contain cross-default provisions whereby acceleration or payment default by us under one of our debt agreements, could allow creditors to declare us in default of our other existing debt or financing agreements. This could lead to an acceleration and enforcement of such agreements by all or substantially all of our creditors.

These debt covenants and restrictions could also limit our ability to plan for, or react to, market conditions, meet capital needs or otherwise restrict our activities or business plans and adversely affect our ability to finance our operations, enter into acquisitions or to engage in other business activities that would be in our interest.

***We are dependent upon cash flows from our operating subsidiaries to meet our obligations, including repayment of our debt. Our corporate structure and operations in multiple jurisdictions may impose limitations on the transfer of funds. If we become unable to pay our interest or debts as they become due or to obtain further credit, we may become subject to insolvency proceedings.***

We conduct operations through, and most of our assets are owned by, our operating subsidiaries. Our operating income and cash flows are generated by these subsidiaries, and as a result, the cash generated from our subsidiaries is the principal source of funds necessary to meet our obligations, including our debt obligations. Contract provisions or laws, as well as our subsidiaries' financial condition, operating requirements and debt requirements may limit our ability to access cash from subsidiaries needed to pay expenses or to meet our current or future debt service obligations. Applicable tax laws may also subject such payments by subsidiaries to further taxation.

The inability to transfer cash from our subsidiaries may mean that, even though we may have sufficient resources on a consolidated basis to meet our obligations, we may not be permitted to make the necessary transfers from certain legal entities and jurisdictions to meet our debt and other obligations. The terms of certain of the agreements governing our existing indebtedness also place restrictions on our cash balances and require us to maintain reserves of cash which could inhibit our ability to meet our obligations.



Although our current indebtedness limits our ability to incur additional indebtedness, these restrictions are subject to a number of qualifications and exceptions and do not apply uniformly to our subsidiaries, and under certain circumstances, debt incurred in compliance with these restrictions could be substantial. To the extent that we incur additional indebtedness, the risks described above associated with our substantial leverage, including the possible inability to service our debt, would increase.

If our operating subsidiaries experience sufficiently adverse changes in their financial position or results of operations, or we otherwise become unable to pay our interest or debt principal payments as they become due, this could result in a reduction of our long-term corporate credit ratings. These downgrades in our corporate credit ratings could raise the cost of issuing new debt. As a consequence, we may not be able to issue additional debt in reasonable amounts and terms, or at all. Default on our existing debt agreements and failure to obtain further credit could result in the commencement of insolvency proceedings. Any such proceedings would have a material adverse impact on our financial condition, results of operations and cash flows. Additionally, this could limit our ability to pursue business opportunities and could have a significant negative impact on the market prices of our common shares.

***To service and refinance our indebtedness, fund our capital and liquidity needs or pay any dividends, we may not generate sufficient cash or have access to sufficient funding.***

To service and refinance our indebtedness, fund our capital and liquidity needs or pay dividends (if any), we will require a significant amount of cash. Our ability to raise capital is, to a certain extent, subject to economic, financial, competitive, legislative, regulatory and other factors that are beyond our control. In addition, our business may not generate sufficient cash flows from operations, and future borrowings or alternative financing may not be available to us on favorable terms, or at all, in an amount sufficient to enable us to service and refinance, at or before maturity, our indebtedness, fund our capital and liquidity needs or pay dividends (if any), which would have a material adverse effect on us.

***We rely on proper functioning of our computer and data processing systems that must be regularly updated or replaced, and a large-scale malfunction could result in material adverse disruptions to our business.***

We rely primarily on globally and locally functioning information technology systems across our value chain, including for management financial information and various other processes and transactions. Our ability to effectively manage our business depends on the security, reliability and capacity of these systems. An attack on, or other problems with, our systems could result in the disclosure of proprietary information about our business or confidential information concerning our customers, vendors or employees, which could result in significant damage to our business and reputation.

We have put in place security measures designed to protect against the misappropriation or corruption of our systems, intentional or unintentional disclosure of confidential information, or disruption of our operations. However, these security measures may prove ineffective. Current employees have, and former employees may have, access to a significant amount of information regarding our operations, which could be disclosed to our competitors or otherwise used to harm our business. Any breach of our security measures could result in unauthorized access to and misappropriation of our information, corruption of data or disruption of operations or transactions, any of which could materially adversely affect our reputation, business, financial condition, results of operations and cash flows.

We have and will continue to expend resources, and dedicate personnel, to upgrade and maintain our information technology systems to protect against threatened or actual security breaches. In addition, we could be required to expend significant amounts to respond to unanticipated information technology issues. Failure to appropriately implement measures that could protect against all significant risks could materially adversely affect our business, financial condition, results of operations and cash flows.

***Developing and expanding data security and privacy requirements could increase our operating costs, and any failure by us or our vendors to maintain the security of certain customer, employee and business-related information could result in damage to our reputation, be costly to remediate and result in regulatory action.***

We are required to manage and process information related to our employees, customers and vendors in the ordinary course of business, and our operations depend upon secure retention and the secure transmission of information over public networks. This information is subject to the continually evolving risk of intrusion, tampering, and theft. Although we maintain systems to prevent or defend against these risks, these systems require ongoing monitoring and updating as technologies change, and security could be compromised, personal or confidential information could be misappropriated, or system disruptions could occur. A compromise of our security systems could adversely affect our reputation and disrupt our operations and could also result in litigation or the imposition of penalties.

We have a dedicated cybersecurity team and program that focuses on current and emerging data security and data privacy

matters. We continue to assess and invest in the growing needs of our cybersecurity team through the allocation of skilled personnel, ongoing training and support of the adoption and implementation of technologies coupled with cybersecurity risk management frameworks.

We may, from time to time, provide certain confidential, proprietary and personal information to third parties. While we seek to obtain assurances and safeguards from these third parties to protect this information, there is a risk that the security of data held by third parties could be breached, resulting in liability for us.

Heightened legislative and regulatory focus on data privacy and security in the EU, U.S. and elsewhere presents a growing and fast-evolving set of legal requirements. The increasing legal and regulatory burden presents material obligations and risks to our business, including significantly expanded compliance burdens, costs and enforcement risks. In particular, where the EU General Data Protection Regulation (“GDPR”) applies, the penalties for breaches are significant. In addition, legislation similar to GDPR is being considered or adopted in other jurisdictions relevant to our operations. In cases of personal information security breaches, the costs of investigation, dealing with regulators and taking steps to mitigate or remediate its effects may also be high. The majority of the personal information we process is that of our employees.

Any significant breach in our data security or a failure to protect private information could have a material adverse impact on our reputation, financial condition, results of operations and cash flows.

***We depend heavily upon the security and reliability of our technology systems and those of our service and equipment vendors, and such systems are subject to cybersecurity risks and threats.***

We depend heavily on technologies, systems and networks that we manage, and others that are managed by our third party service and equipment vendors, to conduct our business and operations. Cybersecurity risks and threats to such systems continue to grow in sophisticated ways (including emerging technologies, such as artificial intelligence programs) may be difficult to anticipate, detect, prevent or mitigate. If any of the security systems used by us or our vendors for protecting against cybersecurity threats prove to be insufficient, our business and financial systems could be compromised, confidential or proprietary information in our possession could be altered, lost or stolen, or our (or our customers’) business operations or safety procedures could be disrupted, degraded or damaged. A cybersecurity breach or failure could also result in injury (financial or otherwise) to people, loss of control of, or damage to, our (or our customers’) assets, harm to the environment, reputational damage, breaches of laws or regulations, litigation and other legal liabilities. In addition, we may incur significant costs to prevent, respond to or mitigate cybersecurity risks or events and to defend against any investigations, litigation or other proceedings that may follow such events. Such a failure or breach of our systems could materially adversely impact our reputation, business, financial position, results of operations and cash flows.

***Technology disputes could negatively impact our operations or increase our costs.***

Rigs use proprietary technology and equipment which can involve potential infringement of a third party’s rights, including patent rights. In the event that we or one of our suppliers or sub-suppliers become involved in a dispute over infringement rights relating to equipment owned or used by us, we may lose access to repair services or replacement parts, or we could be required to cease use of some equipment or forced to modify our rigs. We could also be required to pay license fees or royalties for the use of equipment. Technology disputes involving us or our suppliers or sub-suppliers could adversely impact our financial condition, results of operations and cash flows.

***Supply chain disruptions such as supplier capacity constraints or shortages in parts or equipment, supplier production disruptions, supplier quality and sourcing issues or price increases could increase our operating costs, decrease our revenues and adversely impact our operations.***

Our reliance on third party suppliers, manufacturers and service providers to secure equipment used in our drilling operations exposes us to volatility in the quality, price and availability of such items. Certain specialized parts and equipment we use in our operations may be available only from a single or small number of suppliers. A disruption in the deliveries from such third party suppliers, increases in demand, capacity constraints, production disruptions, price increases, defects or quality-control issues, recalls or other decreased availability or servicing of parts and equipment could adversely affect our ability to meet our commitments to customers, resulting in uncompensated downtime, reduced dayrates or the cancellation or termination of contracts and could adversely impact our operations and increase our costs. Any of these impacts could have a material adverse impact our revenues, results of operations and cash flows.

***Our purchase of existing jack-up rigs carries risks associated with the condition and quality of those rigs.***

We have acquired, and may acquire in the future, existing jack-up rigs as a way of renewing and expanding our fleet. Unlike

newbuild rigs, existing rigs typically do not carry warranties with respect to their condition. While we generally inspect any existing rig prior to purchase, such an inspection would normally not provide us with as much knowledge of its condition as if the rig had been built for us and operated by us during its life. Repairs and maintenance costs for existing rigs are difficult to predict and may be more substantial than for rigs that we have operated since they were built. In addition, we may not be able to obtain indemnification and warranties from the sellers for any rigs that we acquire. These costs could adversely affect our results of operations and cash flows.

***Newbuild rig projects and reactivation of stacked rigs, as well as upgrade, refurbishment and repair projects are subject to various risks, which could cause delays or cost overruns.***

We have in the past and could in the future increase the size of our fleet through the purchase, lease or construction of newbuild rigs. In addition, we may choose to reactivate rigs which may be stacked in the future.

We incur upgrade, refurbishment and repair expenditures for our fleet from time to time, including when upgrades are required by industry standards and/or by law. Such expenditures are also necessary in response to requests by customers, inspections, regulatory or certifying authorities or when a rig is damaged. We also regularly make certain upgrades or modifications to our drilling rigs to meet customer or contract specific requirements.

The construction or outfitting of purchased newbuild rigs or reactivation of stacked rigs and upgrade, refurbishment and repair projects are subject to project management execution risks of delay and cost overruns inherent in any large construction project from numerous factors, including:

- project management and execution risk;
- unexpectedly long delivery times for, unexpected costs or shortages of, key equipment, parts and materials;
- unforeseen increases in the cost of equipment, labor and raw materials, particularly steel;
- unforeseen design and engineering problems;
- shortages of skilled labor and other shipyard personnel necessary to perform the work;
- labor disputes and work stoppages at the shipyard;
- latent damages to or deterioration of hull, equipment and machinery in excess of engineering estimates and assumptions;
- unanticipated actual or purported change orders (scope creep);
- HSE accidents/incidents or other safety hazards;
- failure or delay of third party service providers;
- disputes with the constructing shipyard or other suppliers;
- last minute changes to the customer's specifications;
- failure or delay in obtaining acceptance of the rig by our customer;
- financial or other difficulties at shipyards;
- adverse weather conditions or any other force majeure events;
- inability or delay in obtaining flag-state, classification society, certificate of inspection, or other regulatory approvals or permits and
- mobilization between the shipyard and the contract operating site, including any restrictions on the movement of personnel.

Failure to complete a newbuild, reactivation, upgrade, refurbishment or repair project on time may result in the delay, renegotiation or cancellation of an existing contract and could put at risk the planned arrangements to commence operations on schedule. Further, significant delays could have a negative impact on our reputation and customer relationships. We also could be exposed to contract termination or penalties for failure to complete the project and commence operations in a timely manner. In addition, our rigs undergoing upgrade, refurbishment or repair generally do not earn a dayrate during the period they are out of service. Significant cost overruns or delays, loss of reputation, penalties, and failure to minimize lost dayrates could all have a material adverse effect on our revenues, financial condition, results of operations and cash flows.

***We may be unable to successfully obtain and integrate additional rigs on economically acceptable terms, or at all, which may adversely affect the Company and our future growth.***

Part of our strategy to grow the business is dependent on our ability to successfully obtain and integrate additional rigs, including acquired newbuild and existing rigs and leasing rigs, to generate additional revenues. The consummation and timing of obtaining additional rigs will depend upon, among other things, the availability of attractive targets in the marketplace, our ability to negotiate acceptable agreements, our ability to obtain financing on acceptable terms and our ability to integrate any assets and operations into our fleet. We may not be able to consummate any future acquisition or lease, which may limit our future growth, and such agreements may not achieve the benefits we seek.

Further, obtaining and integrating additional rigs could expose us to a number of risks, for which we may be unable to obtain sufficient indemnification and warranties to mitigate, including:

- incorrect assumptions regarding the future results of such rigs or expected cost reductions or other synergies expected to be realized as a result of obtaining rigs;
- incorrect assumptions about the cost to operate such rigs, including repairs and maintenance costs;
- failing to integrate assets and operations successfully and timely;
- undetected defects, particularly when acquiring or leasing existing rigs for which condition and operating history may be difficult to determine;
- diversion of management's attention from existing operations or other priorities and
- unforeseen consequences or other external events beyond our control.

Leasing rigs may expose us to additional risks. Outfitting leased rigs may require significant operation readiness projects to make the leased assets suitable for use, which is subject to the same risks as newbuild rigs and reactivation of stacked rigs, as discussed above. We may make significant investments in leased assets, which are owned by the lessor, and which would only benefit us during the term of the leases. As lease terms can be significantly shorter than the life of the leased rigs, any costs would have to be expensed over a shorter period and, as a result, could have a greater impact on our profitability. Additionally, we may be unable to renew such leases, exercise purchase options or negotiate the purchase of leased rigs on terms acceptable to us, or at all. Lease agreements may also require us to maintain the leased rigs, exposing us to risks of increased repairs and maintenance costs, or to expend certain costs to return the rig to the owner at the termination of the lease. These factors could materially adversely affect our financial position, results of operations and cash flows.

***Fluctuations in exchange rates and non-convertibility of currencies could result in losses to us.***

We may experience realized currency exchange losses when cash is received or expenses are paid in currencies other than our U.S. dollar functional currency, when we do not hedge our exposure to such foreign currency or when the result of a hedge is a loss. We may also incur losses as a result of an inability to collect revenues due to a shortage of convertible currency available to the country of operation, controls over currency exchange or controls over the repatriation of income or capital.

***If any part of our business is moved outside of its current operative jurisdiction our overall tax exposure may change.***

We and many of our subsidiaries are incorporated in the Cayman Islands. We also have subsidiaries in various other jurisdictions. Our consolidated effective tax rate is dependent on where profits are earned and taxed or losses are generated, as different countries have different tax systems and statutory tax rates. Different jurisdictions also have different tax laws and interpretations thereof. If we move some of our operations into a new jurisdiction or acquire companies in jurisdictions in which we do not already operate, our overall effective tax rate may be affected. Further, we may also become exposed to changes in tax policies and amendments to tax legislation, prospectively and/or retroactively, in such jurisdictions.

There can be no assurance that the relevant tax authorities in the jurisdictions in which we operate will agree with our tax calculations and judgements. If a relevant tax authority disputes our assumptions, judgements or calculations, we may incur additional tax expense, including any related interest and penalties. Any changes in our tax exposure may affect our alleged compliance with applicable tax law, and any non-compliance could have a material adverse impact on our financial condition, results of operations and cash flows.



## **Risks Related to our Structure and Ownership of our Common Stock**

***We are exposed to regulatory and enforcement risks regarding taxes. U.S. tax authorities may treat us as a passive foreign investment company, causing potential adverse U.S. federal tax consequences to our U.S. shareholders.***

For U.S. federal income tax purposes, a foreign corporation will be treated as a Passive Foreign Investment Company (“PFIC”), if either (i) at least 75.0% of its gross income for any taxable year (including its proportionate share of the gross income of any other corporation in which it owns, directly or indirectly, 25% or more (by value) of such corporation’s stock) consists of certain types of “passive” income or (ii) at least 50.0% of the average value of the corporation’s assets (including its proportionate share of the assets of any other corporation in which it owns, directly or indirectly, 25% or more (by value) of such corporation’s stock) either produce or are held for the production of those types of “passive” income. Passive income for these purposes includes certain rents and royalties, dividends, interest, net gains from the sale or exchange of investment property, and net gains from commodities and securities transactions. Passive income does not include income derived from the performance of services.

We believe that we will not be treated as a PFIC for any relevant period as any income we receive from offshore drilling service contracts should be treated as “services income” rather than as passive income under the PFIC rules. In addition, the assets we own and utilize to generate this “services income” should not be considered passive assets.

Although there is significant legal authority supporting our position, including relevant statutory provisions, legislative history, case law and various pronouncements from the U.S. Internal Revenue Service (“IRS”), there is a possibility that the IRS may still characterize this income as “passive” income in light of a prior case characterizing income from the time chartering of vessels as rental income rather than services income for other tax purposes. However, the IRS has subsequently formally announced that it does not agree with the decision in that case. Despite this IRS announcement, no assurance can be given that the IRS or a relevant court will accept our position that we are not a PFIC.

If we were to be treated as a PFIC for any relevant period, our U.S. shareholders may face adverse U.S. tax consequences. Under the PFIC rules, a U.S. shareholder would be liable to pay U.S. federal income tax at the highest applicable rates on ordinary income upon the receipt of certain “excess” distributions and upon any gain from the disposition of our shares, plus certain interest and penalties. Although shareholders can make certain elections to mitigate the application of the PFIC rules, these elections can themselves cause other adverse tax consequences to the electing shareholder.

***Subsequent to our initial public offering in 2018, we are subject to both Cayman Islands regulatory requirements and the requirements applicable for Companies listed on the OSE, and any subsequent changes to these requirements, and, as such, we may be subject to review by the relevant authorities.***

From the time of our June 25, 2018, initial public offering, we are subject to both the Cayman Islands regulatory requirements and the requirements applicable for companies listed on the OSE. These requirements affect our financial statements, corporate governance, communications with shareholders, transactions involving our common stock, such as dividends and stock repurchases, and other items as per the relevant laws and regulations. Any of these documents or actions may be subject to review by the relevant authorities. Compliance with these requirements and any subsequent changes in the requirements or the interpretation of requirements by relevant authorities could have a material adverse impact on our business, financial condition, results of operations and cash flows.

***Shareholder rights and responsibilities will be governed by Cayman Islands law and will differ in some respects from the rights and responsibilities of shareholders under other jurisdictions, including Norway and the U.S., and our shareholder rights under Cayman Islands law may not be as clearly established as shareholder rights under the laws of other jurisdictions.***

Our corporate affairs are governed by our Articles of Association (“Articles”) and by the laws governing companies incorporated in the Cayman Islands. The rights of our shareholders and the responsibilities of members of the board of directors under Cayman Islands law may not be as clearly established as under the laws of other jurisdictions. In addition, the rights of shareholders as they relate to, for example, the exercise of shareholder rights, are governed by Cayman Islands law and our Articles and may differ from the rights of shareholders under other jurisdictions, including Norway and the U.S. The holders of our common shares may have more difficulty in protecting their interests in the face of actions by the board of directors than if we were incorporated in the U.S. or Norway. Additionally, it could be difficult for a common shareholder to prevail in a claim against us under, or to enforce liabilities predicated upon, securities laws in jurisdictions other than the Cayman Islands.

***Certain of our shareholders own a significant proportion of our common shares, and their interests may conflict with those of ours.***

Our largest shareholders include affiliates of Castle Harlan, Inc. (“Castle Harlan”) and China Merchants Industry Holdings Company Limited (“China Merchants”). These shareholders beneficially own, collectively, a significant proportion of our common shares and have representation on the board of directors. Accordingly, Castle Harlan and China Merchants can exercise significant influence over our affairs.

***In the recent past, we have not paid any dividends on our common shares, our ability to pay dividends is subject to certain restrictions and the availability and timing of future dividends, if any, is uncertain, which could influence the price of our common shares.***

In recent years, we have not issued dividends to our common shareholders, and we did not distribute any dividends for the financial year ended December 31, 2024. Agreements governing our existing indebtedness place certain restrictions on our ability and the ability of our restricted subsidiaries to pay dividends. Consequently, the only opportunity for an investor in our common stock to achieve a return on their investment may be to sell the common shares at a price greater than the price paid. In addition, any amendments to our existing debt agreements or any new debt arrangements may also prohibit or further restrict our ability to pay dividends on our common shares.

Subject to such prohibitions and restrictions, the board of directors will determine the amount and timing of dividends on our common shares, if any, that we may pay in future periods. In making this determination, the board of directors will consider all relevant factors, including the amount of cash available for dividends, capital expenditures, covenants, prohibitions or limitations with respect to dividends, applicable law, general operational requirements and other variables. We cannot predict the amount or timing of any future dividends, and if we do commence the payment of dividends, we may be unable to pay, maintain or increase dividends over time. Therefore, investors may not be able to realize any return on their investment in our common shares for an extended period of time, if at all.

The annual dividend yield of our common stock as compared to yields on other financial instruments, which may fluctuate with market interest rates, could influence the market price of our common shares. As such, an increase in market interest rates will result in higher yields on other financial instruments, which could adversely affect the price of our common shares.

***Future issuances of our common shares or other securities could dilute the holdings of holders of our common shares and could materially affect the price of our common shares, and preemptive rights are not available to holders of our common shares.***

We may in the future decide to offer additional common shares or other securities in order, among other needs, to finance new capital-intensive projects, in connection with unanticipated liabilities, as currency in merger and acquisition transactions, for employee share-based awards, for regulatory requirements, to fund our expenses or for any other corporate purposes.

There can be no assurance that we will not decide to conduct further offerings of securities in the future. Under Cayman Islands law and our Articles, holders of our common shares do not have preemptive rights that maintain their relative ownership percentages prior to the issuance of any new common shares. Without preemptive rights and depending on the structure of any future offering, certain common shareholders may not have the ability to purchase additional equity securities. Future issuances of common shares or other securities may result in substantial dilution in the ownership percentage of, and may have the effect of diluting the value of, holdings and voting interests of common shareholders. Additionally, such transactions could have an adverse effect on market value of our common shares.

***The transfer of our common shares and their underlying assets is subject to restrictions under the securities laws of the U.S. and other jurisdictions.***

Our common shares or underlying assets have not been registered under the Securities Exchange Act of 1934 in the U.S. or any U.S. state securities laws or any other jurisdiction outside of Norway and the Cayman Islands, and may not be registered in the future. As such, our common shares or underlying assets may not be offered or sold in the U.S. except pursuant to an exemption from the registration requirements of the Securities Exchange Act of 1934 in the U.S. and other applicable securities laws. In addition, common shareholders residing or domiciled in the U.S. and/or other jurisdictions may not be able to participate in future capital increases.

***Investors could be unable to recover losses in civil proceedings in jurisdictions other than the Cayman Islands and Norway.***

We are an exempted company, limited by shares and incorporated under the laws of the Cayman Islands. The members of the board of directors and management reside in the U.S., Saudi Arabia, Australia, China, the U.K. and the UAE. As a result, it may be impossible for investors to effect service of process or to enforce judgments obtained in non-Cayman Islands or non-Norwegian courts against us, our board of directors or our management.

## General Risk Factors

***We are exposed to the credit risks of our key customers and certain other third parties.***

We are subject to risks of loss resulting from non-payment or non-performance by third parties. Although we monitor and manage credit risks, some of our customers and other parties may be highly leveraged and subject to their own operating and regulatory risks. During more challenging market environments, we are subject to an increased risk of customers seeking to repudiate contracts. Our customers' ability to meet their contractual obligations may also be adversely affected by restricted credit markets and economic downturns. As of December 31, 2024, our allowance for credit losses was \$7.1 million. If one or several key customers or other parties were to default on their obligations to us, our business, financial condition, results of operations and cash flows could be materially adversely impacted.

***We are dependent on our senior management team, other key employees and the directors of our board, and the business could be negatively impacted if we are unable to attract and retain personnel necessary for our success.***

Our performance is, to a large extent, dependent on highly qualified personnel, including management, other key employees and directors of our board ("Key Personnel"), and our continued ability to compete effectively, implement our strategy and further develop our business depends on our ability to attract new and qualified Key Personnel and to retain and motivate existing Key Personnel. Attracting qualified personnel has proved increasingly important as our industry has developed and become more advanced. An important factor contributing to our leading position and global footprint has been our ability to retain qualified employees throughout our organizational structure.

Further, the competition for Key Personnel is intense from competitors within the oil and natural gas industry, as well as from businesses outside this industry. We may not be able to retain our Key Personnel nor attract and retain replacements for Key Personnel in the future, or the cost to attract and retain Key Personnel may increase. Our competitors may actively seek to recruit management personnel or other key employees and may succeed in such efforts. Financial difficulties and other factors might have further negative impacts on our ability to retain Key Personnel or recruit new talent.

Any loss of the services of management, other key employees, or directors of our board, particularly to competitors, the inability to attract and retain highly skilled key personnel and the increased costs to replace such Key Personnel could have a material adverse impact on our business, financial condition, results of operations and cash flows.

***We are dependent on the availability and retention of skilled personnel, which may be adversely affected by increases in labor costs.***

We require highly skilled personnel to operate and provide technical services and support for our operations. Many of our customers require specific minimum levels of experience and technical qualification for certain positions on rigs which they contract. We are also subject to local content programs in various countries, whereby we must hire a certain percentage of local personnel within a specified time period. Hiring and retaining qualified employees can be especially difficult during periods of high utilization and demand for drilling services, when there is increasing competition for personnel. Such difficulties and increased costs to recruit and retain qualified employees could have a material adverse effect on our results of operations and cash flows.

***We may be subject to litigation and disputes that could have a material adverse impact on our business, financial condition, results of operations and cash flows.***

From time to time, we are involved in litigation and disputes. These matters may include, among other things, contract disputes, personal injury claims, environmental claims or proceedings, asbestos and other toxic tort claims, employment disputes, tax matters and other litigation that arises in the ordinary course of our business. Although we intend to defend these matters vigorously, we cannot predict with certainty the outcome or effect of any dispute, claim or other litigation matter. We may not have insurance for litigation or claims that may arise, or our insurance coverage may not be sufficient, insurers may not remain solvent, other claims may exhaust some or all of the insurance available to us or insurers may interpret our insurance policies such that they do not cover certain claim losses. Litigation may result in adverse outcomes, substantial defense costs, the diversion of management's resources and other impacts inherent in litigation or relating to the claims that may arise, any of which may have a material adverse effect on our business, financial condition, results of operations and cash flows.

***Any relevant change in tax laws, regulations, or treaties, and relevant interpretations thereof, for any country in which we operate, earn income, generate losses or are considered to be a tax resident, and/or the loss of any major tax dispute, or a successful challenge to our intercompany pricing policies or operating structures could have an adverse impact on our financial condition, results of operations and cash flows.***

Our business is incorporated in the Cayman Islands and operates through our many subsidiaries in various countries throughout the world. Our income tax exposure is based upon the relevant tax laws, regulations and treaties that apply to the various countries in which we operate or earn income or are deemed to be a tax resident.

Our income tax returns are subject to examination and review and our effective tax rate may be impacted if:

- there are any significant changes to applicable tax laws, regulations or tax treaties, and the interpretation thereof in the various countries in which we operate, earn income, generate losses or are deemed to be a tax resident;
- any tax authority successfully challenges our intercompany pricing policies or operating structures;
- any tax authority interprets a treaty in a manner that is adverse to our structure or previous tax positions;
- any tax authority successfully challenges the taxable presence of any of our key subsidiaries in a relevant jurisdiction; or
- we lose a key tax dispute in a jurisdiction.

Transactions taking place between our companies and related companies must be carried out in accordance with arm's length principles in order to avoid adverse tax consequences. There can be no assurance that the tax authorities will conclude that our transfer pricing policies are calculated using appropriate arm's length prices for intercompany transactions. Any changes in intercompany pricing could change our taxable income or losses in various jurisdictions, which could change our effective tax rate and tax expense.

Any of the above factors could cause a significant change to our local statutory tax rates and/or our effective tax rate on worldwide earnings. In addition, if a local statutory tax rate changes, we may need to revalue our deferred tax assets and liabilities or recalculate our valuation allowances, liabilities for uncertain tax positions or other tax allowances and reserves relevant to that jurisdiction. Additionally, if we do not generate sufficient income in jurisdictions with tax loss carryforwards or other changes are made regarding their value or utilization, we may be required to reduce the value of these tax assets. Any of these changes could have a material adverse impact on our financial position, results of operations and cash flows.

**Item 1B. Unresolved Staff Comments.**

Not applicable.

**Item 1C. Cybersecurity.**

Our Company has implemented a comprehensive cybersecurity program designed to assess, identify, and manage risks associated with cybersecurity threats. This program includes processes and controls that govern and protect our information systems and technology environments. It is designed to ensure the confidentiality, security, integrity, and availability of our systems and their data. We have established information technology security policies that align with the National Institute of Standards and Technology and ISO 27001 standards. These policies form the backbone of our cybersecurity framework, providing a solid foundation to safeguard against a wide range of threats. Our cybersecurity framework undergoes regular testing and evaluation to maintain a high level of security. This includes thorough assessments by our internal teams and audits conducted by external experts.

**Item 2. Properties.**

**Overview**

Our properties consist primarily of our mobile fleet of jack-up rigs and related equipment that is located and operates across five core operating regions; MENAM, India, West Africa, Southeast Asia and the North Sea. We also own or lease office space for our corporate headquarters in Dubai, UAE and shore-based facilities in UAE, Saudi Arabia, Bahrain, Egypt, Italy, Hungary, Indonesia, Malaysia, Vietnam, Singapore, Thailand, Mauritius, India, Nigeria, Angola, Qatar, Denmark, Norway and United Kingdom to support rig operations.

**Fleet**

Our fleet consists of 33 ILC jack-up rigs as of December 31, 2024, excluding a held for sale rig. The ILC design allows each leg to be independently raised or lowered and permits the drilling platform to be extended out from the hull to perform operations over certain types of pre-existing platforms or structures. We believe these design features provide greater operational flexibility, safety and efficiency than alternative designs. Many of our jack-up rigs further feature proven, reliable technology and processes, utilizing



mechanical features with generally lower operating costs compared to newer, higher-specification rigs. Within their given water depth capabilities, we believe our jack-up rigs are well-suited for our customers' typical shallow water operations.

We have taken steps in recent years to enhance our fleet, including our construction of newbuild rigs and acquisition of premium jack-up rigs. From 2016 through 2022, we added 15 premium jack-up rigs to our fleet at prices significantly less than the historic cost of construction for comparable newbuild rigs, including:

- In 2016, the newbuild rig Shelf Drilling Chaophraya was delivered;
- In 2017, the newbuild rig Shelf Drilling Krathong was delivered and the Shelf Drilling Mentor, Shelf Drilling Tenacious, and Shelf Drilling Resourceful were acquired;
- In 2018, the Shelf Drilling Scepter was acquired;
- In 2019, the Shelf Drilling Achiever and Shelf Drilling Journey were acquired. Shelf Drilling Journey was subsequently and opportunistically sold in February 2021;
- In 2020, the Shelf Drilling Enterprise was acquired; and
- In 2022, the Shelf Drilling Victory, Shelf Drilling Barsk, Shelf Drilling Fortress, Shelf Drilling Odyssey, Shelf Drilling Perseverance and Shelf Drilling Winner were acquired.

We further initiated steps to optimize our fleet composition and enhance the Company's financial flexibility. In September 2024, we sold the Baltic rig. In December 2024, we agreed to sell the Trident VIII, following the resolution of an insurance claim, and the Main Pass I, with both sales expected to close in early 2025. See Note 6 – Property and Equipment in “Item 8. Financial Statements and Supplementary Data” for further details.

### **Maintenance and Certifications**

Our organizational objective is to maintain our assets to provide optimal operating performance while minimizing out of service time and total capital expenditures. Each of our rigs is subject to the maintenance and inspection regime governed by the IMOs Code for the Construction and Equipment of Mobile Offshore Drilling Units. Our rigs are subject to periodic testing with a major inspection every five years under the International Association of Classification Societies Special Periodic Survey (“SPS”) requirements. This inspection typically takes six to twelve weeks and is often scheduled between customer contracts to minimize downtime. Our fleet is also subject to Underwater Inspections in Lieu of DryDocking (“UWILD”), intermediate surveys and annual inspections between each SPS. The marine equipment of our fleet is certified according to international safety standards under the International Safety Management Code and is certified by the American Bureau of Shipping classification society, enabling universal recognition of our equipment as being qualified for international operations, however our equipment maintenance standards are governed by the guidelines, recommendations and standards provided by the American Petroleum Institute.

The following table sets forth certain information concerning our rig fleet as of December 31, 2024:

Rig Name	Design	Year Built / Last Upgrade	Maximum Water Depth (feet)	Maximum Drilling Depth (feet)	Location
<b>NORTH SEA</b>					
Shelf Drilling Winner	Friede & Goldman JU-3000N	2014	400	35,000	Denmark
Shelf Drilling Barsk	GustoMSC CJ70-X150-ST	2016	492	32,810	Norway
Shelf Drilling Fortress	Friede & Goldman JU-3000N	2014	400	35,000	United Kingdom
<b>MENAM</b>					
Shelf Drilling Resourceful	LeTourneau Super 116 C	2008 / 2017	350	30,000	Croatia
Rig 141	MLT 82-SD-C	1982	250	20,000	Egypt
Trident 16	Modec 300-C38	1982 / 2012	300	25,000	Egypt
Key Manhattan	MLT 116-C	1980 / 2010	350	25,000	Italy
Shelf Drilling Odyssey	Friede & Goldman JU-3000N	2014	400	35,000	Qatar
Harvey H. Ward	F&G L-780 Mod II	1981 / 2023	300	25,000	Saudi Arabia
High Island II	MLT 82-SD-C	1979 / 2011	270	20,000	Saudi Arabia
High Island IV	MLT 82-SD-C	1980 / 2021	270	20,000	Saudi Arabia
High Island V	MLT 82-SD-C	1981 / 2013	270	20,000	Saudi Arabia
High Island IX	MLT 82-SD-C	1983 / 2012	250	20,000	Saudi Arabia
Shelf Drilling Victory	Baker Marine Pacific Class 375	2008 / 2023	375	30,000	Saudi Arabia
<b>India</b>					
C.E. Thornton	MLT 53-SC	1974 / 1984	300	21,000	India
Compact Driller	MLT 116-C	1992 / 2019	300	25,000	India
F.G. McClintock	MLT 53-SC	1975 / 2002	300	21,000	India
J.T. Angel	F&G L-780 Mod II	1982	300	25,000	India
Key Singapore	MLT 116-C	1982 / 2015	350	25,000	India
Parameswara	Baker Marine BMC 300-IC	1983 / 2001	300	25,000	India
Ron Tappmeyer	MLT 116-C	1978	300	25,000	India
Trident II	MLT 84-SC Mod	1977 / 1985	300	21,000	India
Trident XII	Baker Marine BMC 300-IC	1982 / 1992	300	21,000	India
<b>West Africa</b>					
Shelf Drilling Tenacious	Baker Marine Pacific 375	2007 / 2022	375	30,000	Angola
Adriatic I	MLT 116-C	1981 / 2014	350	25,000	Nigeria
Main Pass IV	F&G L-780 Mod II	1982 / 2021	300	25,000	Nigeria
Shelf Drilling Achiever	GustoMSC CJ46-X100-D	2019	350	30,000	Nigeria
Shelf Drilling Mentor	LeTourneau Super 116 E	2010 / 2017	350	30,000	Nigeria
Shelf Drilling Scepter	Keppel FELS Super B	2008 / 2019	350	35,000	Nigeria
<b>Southeast Asia</b>					
Shelf Drilling Chaophraya	LeTourneau Super 116E	2016	350	30,000	Thailand
Shelf Drilling Enterprise	Baker Marine Pacific Class 375	2007 / 2020	375	30,000	Thailand
Shelf Drilling Krathong	LeTourneau Super 116E	2017	350	30,000	Thailand
Shelf Drilling Perseverance	Friede & Goldman JU-2000E	2008	400	30,000	Vietnam
<b>Held for Sale</b>					
Main Pass I <sup>(1)</sup>	F&G L-780 Mod II	1982 / 2013	300	25,000	Saudi Arabia

(1) Rig is stacked and reported as asset held for sale in the Consolidated Financial Statements in “Item 8. Financial Statements and Supplementary Data.”



**Item 3. Legal Proceedings**

Information regarding legal proceedings is set forth in “Note 12 – Commitments and Contingencies” to the Consolidated Financial Statements included in “Item 8. Financial Statements and Supplementary Data”.

**Item 4. Mine Safety Disclosures**

Not applicable.

**Part II**

**Item 5. Market for Registrant’s Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities.**

**Market Information**

Our common stock is listed on the OSE under the ticker symbol “SHLF”. The number of holders of record of our common stock as of February 25, 2025 was 3,546. The number of beneficial shareholders is substantially greater than the number of holders as a large portion of our common stock is held through brokerage firms.

Oslo Børs is a stock exchange listing which complies with EU requirements and Norwegian stock exchange legislation. On December 30, 2024, the last reported sale price of our common shares on the OSE was 9.41 NOK per share, which was equivalent to approximately \$0.83 per share based on the Bloomberg Composite Rate of 11.33 NOK to \$1.00 in effect on that date. The following table sets forth the high and low close prices for our common shares as reported on the Oslo Stock Exchange for the periods listed below. Share prices are presented in \$ per common share based on the Bloomberg Composite Rate on each day of measurement.

	2024	
	High	Low
First quarter .....	\$ 3.39	\$ 2.36
Second quarter .....	\$ 2.30	\$ 1.65
Third quarter .....	\$ 2.15	\$ 1.47
Fourth quarter .....	\$ 1.94	\$ 0.74
	2023	
	High	Low
First quarter .....	\$ 3.22	\$ 2.08
Second quarter .....	\$ 2.47	\$ 1.66
Third quarter .....	\$ 3.55	\$ 1.92
Fourth quarter .....	\$ 3.42	\$ 2.40

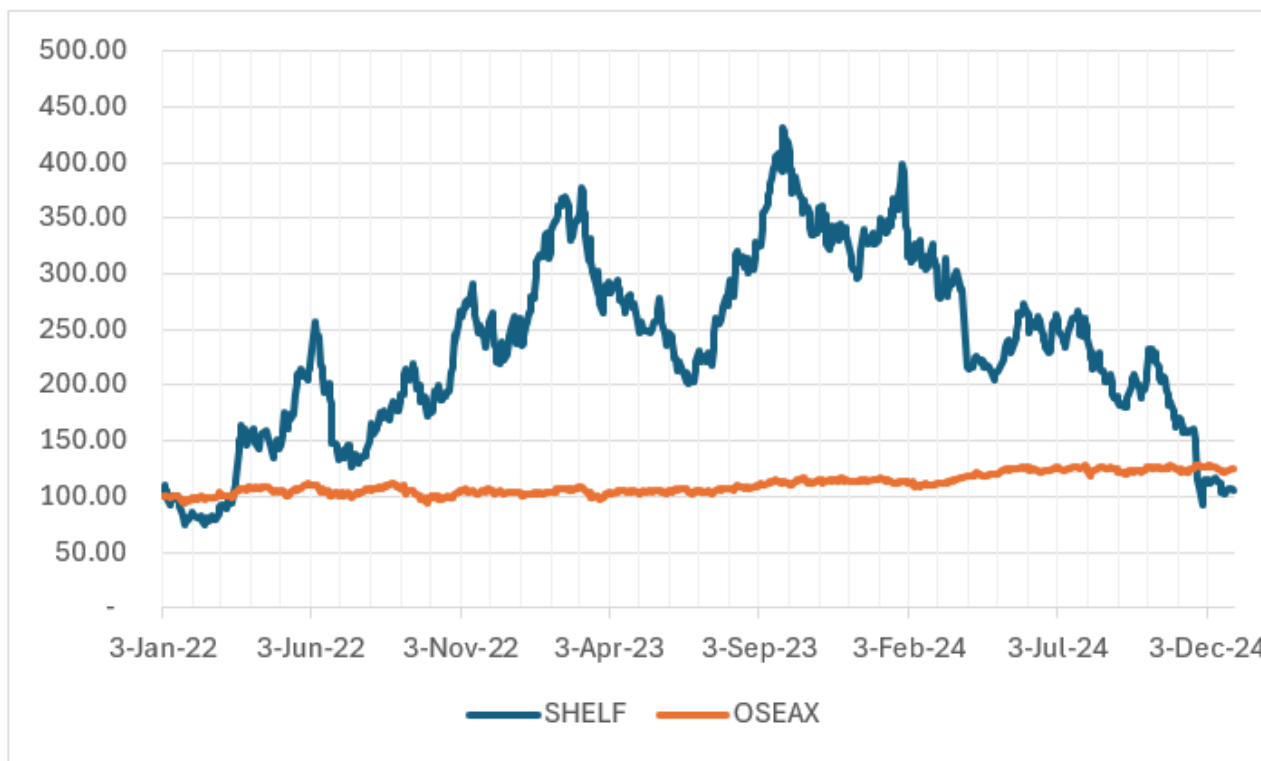
**Dividends**

In recent years, the Company has not issued dividends to its common shareholders, and the Company did not distribute any dividends for the financial year ended December 31, 2024. The Company’s future dividend policy is within the discretion of the board of directors, who will consider issuing dividends to holders of common shares with other relevant considerations and factors, including but not limited to the Company’s working capital and capital expenditure needs, results of operations, financial condition and investment opportunities. Certain of the Company’s debt agreements contain covenants that limit the payment of dividends.

See Note 9 – Debt and Note 13 – Equity to our Consolidated Financial Statements included in “Item 8. Financial Statements and Supplementary Data” for additional information.

### Stock Performance Graph

The graph below compares the cumulative total stockholder return on our common stock, with the cumulative total return on the Oslo Stock Exchange All Share Index (“OSEAX”) for the period ending on December 31, 2024. The graph assumes an investment of \$100 at the beginning of this period. The comparisons in the graph below are based upon historical data and are not indicative of, nor intended to forecast, future performance of our common stock.



**Item 6. [Reserved]**

Not applicable.

**Item 7. Management’s Discussion and Analysis of Financial Condition and Results of Operations.**

The following discussion of our results of operations, liquidity and capital resources includes a comparison of the years ended December 31, 2024 and 2023. This information should be read in conjunction with the information contained in “Part I. Item 1. Business”, “Part I. Item 1A. Risk Factors” and the audited consolidated financial statements and the notes thereto included under “Item 8. Financial Statements and Supplementary Data” elsewhere in this Form 10-K Equivalent.

**Overview**

We are a leading international shallow water offshore contractor providing equipment and services for the drilling, completion, maintenance and decommissioning of oil and natural gas wells. We are solely focused on shallow water operations in both benign and harsh environments, in water depths of up to 500 feet, and our fleet consists of 33 ILC jack-up rigs as of December 31, 2024, excluding a held for sale rig.

Since our inception in 2012, we have applied our fit-for-purpose strategy to enhance the performance of our business, people and processes, leveraging our sole focus on the shallow water segment and the decades of experience of our people with our customers, rigs and markets where we operate. This focus allows us to concentrate our rigs in the most promising geographic markets, promoting operational efficiency and driving an efficient cost structure. This strategy relies on three key pillars: positioning and upgrading rigs where they are ideally suited to customer needs in the areas in which we operate, designing a right-sized, lean and effective organization, and developing national content as a part of our commitment to create a significant positive impact on local



communities. This fit-for-purpose” strategy provides substantial value to our customers and local communities, improves the productivity of our rigs and employees and advances our industry leading cost structure and safety performance. This, in turn, drives repeat customer business and new contract wins, as we strive to be the international jack-up contractor of choice.

Our fleet is well-suited to our core operating regions. The MENAM, Southeast Asia, India and West Africa markets are generally characterized by relatively benign operating conditions with activities concentrated in workover and development programs on producing assets with existing infrastructure. Our rigs in the North Sea are extremely well suited to operate in the North Sea harsh environment.

We have one reportable segment, contract services, which reflects how we manage our business and that our market is dependent upon the worldwide oil and natural gas industry. The rigs comprising our fleet operate in a single market and are mobile. As a result, our rigs can be deployed globally to meet the changing needs of our customers, which consists of NOCs, IOCs and independent oil and natural gas companies.

See “Item 1. Business” for more information about our business, including discussions of our recent events; operations; customers and customer contracts; strategy and competitive strengths; risk management and insurance; health, safety and environment; our people and operating expenses, capital expenditures and deferred costs.

## Outlook

The long-term global demand for oil and gas is forecast to remain strong as hydrocarbons are expected to represent a significant source of energy needs for the foreseeable future, despite the development of alternative energy sources. Population growth and urbanization are anticipated to drive continued increases in energy consumption, particularly in emerging economies, where industrial expansion and infrastructure development will require significant fossil fuel use, supporting long-term demand. Additionally, many nations are prioritizing energy security, therefore reinforcing the role of fossil fuels in their energy mix.

When comparing the different types of oil and gas activity, shallow water projects typically have lower development costs and faster production timelines compared to deepwater or onshore unconventional resources. Shallow water activity is expected to remain a critical component of a diversified and reliable energy mix for decades to come. Brent crude oil prices, a key driver of jack-up rig demand, have been relatively stable in recent months and were \$75 per barrel in February 2025, creating a constructive backdrop for our business.

Global jack-up market utilization reached 95% in early 2024 but is now expected to fall below 90% in 2025, due to multiple rounds of contract suspensions in the Middle East during 2024. This has resulted in near-term dayrate pressure, as contractors seek to redeploy many of the impacted rigs to other markets. While there are also signs of short-term uncertainty in India due to a slowdown in tendering, the long-term activity outlook remains positive in that market. We continue to see incremental jack-up demand in certain regions, particularly in West Africa and Southeast Asia, and we believe utilization will stabilize in 2025 and improve thereafter.

We quickly redeployed two of our rigs suspended in Saudi Arabia – the Shelf Drilling Achiever started its new three-year contract in October 2024, and we secured a two-year contract for the Main Pass IV in Nigeria with the rig commencing operations in December 2024. We are now mobilizing two additional units that we expect to commence new programs in West Africa by the middle of 2025. We have made significant progress in addressing the challenges that emerged in 2024 and positioned the Company well heading into 2025.

## Operational Measures

We use various operational measures common to our industry to evaluate our operational performance including:

- *Contract backlog* is the maximum contract dayrate revenues that can be earned from firm commitments for contract services represented by executed definitive agreements based on the contracted operating dayrate during the contract period less any planned out-of-service periods for regulatory inspections and surveys or other work. Contract backlog excludes revenues resulting from mobilization and demobilization fees, capital or upgrade reimbursement, recharges, bonuses and other revenue sources. Contract backlog may also include the maximum contract amount of revenues for the use of our rigs such as bareboat charters or as accommodation units. The contract period excludes revenues from extension options under our contracts, unless such options have been exercised. The contract operating dayrate may differ from the amount estimated due to reduced dayrates for rig movements, adverse weather, planned out of service periods and equipment downtime, among other factors. Actual dayrates may also include contractual adjustments based



on market factors, such as Brent crude oil or natural gas prices or cost increases. Contract backlog is a key indicator of our potential future revenue generation.

- *Average dayrate* is 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. Average dayrate can be calculated related to historical revenues or contract backlog.
- *Contracted rigs* consist of all of our rigs that are under contract, including rigs currently operating under a contract and rigs preparing for an upcoming contract.
- *Average contracted days per rig* is the total remaining contracted days for all contracted rigs divided by the number of contracted rigs.
- *Total recordable incident rate* (“TRIR”) is the number of recordable safety incidents per 200,000 man-hours as per IADC guidelines.
- *Marketable rigs* consist of all of our rigs that are operating or are available to operate, but excluding rigs under third party bareboat charter agreements, stacked rigs, rigs under contract for activities other than drilling, plug and abandonment or associated services, as applicable.
- *Uptime* is the period during which we perform well operations without unplanned stoppage due to mechanical, procedural or other operational events that result in non-productive well operations time. Uptime is expressed as a percentage measured daily, monthly or yearly. Uptime performance is a key customer contracting criterion, an indication of our operational efficiency and directly related to our current and future revenues and profit generation.
- *Effective utilization* is 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. Effective utilization measures the dayrate revenue efficiency of our marketable rigs. Effective utilization varies due to changes in operational uptime, planned downtime for periodic surveys, timing of underwater inspections, contract preparation and upgrades, time between contracts and the use of alternative dayrates for waiting-on-weather periods, repairs, standby, force majeure, mobilization or other rates that apply under certain circumstances. We exclude all other types of revenues from the calculation of effective utilization.

The following tables include selected operating measures for the years presented:

	<b>As of December 31,</b>		
	<b>2024</b>	<b>2023</b>	<b>2022</b>
Contract backlog (in millions) <sup>(1)</sup> .....	\$ 2,141	\$ 2,340	\$ 2,682
Weighted average backlog dayrate (in thousands) <sup>(1)</sup> .....	\$ 98.5	\$ 83.4	\$ 78.6
Average contract days per rig <sup>(1)</sup> .....	701	801	974
Number of contracted rigs <sup>(1)</sup> .....	31	35	35

(1) Figures as of December 31, 2024 include the backlog for the suspended rigs in Saudi Arabia.

Contract backlog as of December 31, 2024 is expected to be recognized over the periods as per the following table, subject to certain limitations and adjustments as discussed above:

	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>Thereafter</b>	<b>Total</b>
Contract backlog (in millions) .....	\$ 858	\$ 617	\$ 282	\$ 384	\$ 2,141

The following tables include selected operating measures for the years presented:

	Years ended December 31,		
	2024	2023	2022
TRIR .....	0.18	0.12	0.16
IADC average TRIR .....	0.46	0.51	0.67
Average dayrate (in thousands) .....	\$ 83.2	\$ 76.9	\$ 63.4
Average marketable rigs .....	34.6	34.7	31.0
Uptime .....	99.3%	98.8%	99.3%
Effective utilization .....	81%	83%	83%

## Financial Measures

In addition to terms under generally accepted accounting principles in the United States of America (“GAAP”), we utilize certain non-GAAP financial measures. We present the non-GAAP measures, which include adjusted earnings before interest, taxes, depreciation and amortization (“Adjusted EBITDA”) and Adjusted EBITDA divided by total revenues excluding the amortization of intangible liability (“Adjusted EBITDA Margin”) in addition to net income (loss), which is the most directly comparable GAAP financial measure. We believe that Adjusted EBITDA and Adjusted EBITDA Margin are useful non-GAAP financial measures because they are widely used in our industry to measure a company’s operating performance without regard to the excluded items, which can vary substantially from company to company, and are also useful to an investor in evaluating the performance of the business over time. In addition, our management uses Adjusted EBITDA and Adjusted EBITDA Margin in presentations to our board of directors to provide a consistent basis to measure the operating performance of our business, as a measure for planning and forecasting overall expectations, for evaluation of actual results against such expectations and in communications with our shareholders, lenders, noteholders, rating agencies and others concerning our financial performance. Adjusted EBITDA and Adjusted EBITDA Margin may not be comparable to similarly titled measures employed by other companies and should not be considered in isolation or as a substitute for net income (loss) or other data prepared in accordance with GAAP. Adjusted EBITDA and Adjusted EBITDA Margin have significant limitations, including but not limited to the exclusion from these numbers of various cash requirements to operate our business.

Our financial measures were as follows (in millions, except Adjusted EBITDA Margin):

	Years ended December 31,		
	2024	2023	2022
Net income / (loss) .....	\$ 52.6	\$ (17.2)	\$ (24.2)
<b>Add back:</b>			
Interest expense and financing charges, net of interest income <sup>(1)</sup> .....	154.1	165.3	114.2
Income tax expense .....	31.8	29.7	34.1
Depreciation .....	85.8	83.3	62.2
Amortization of deferred costs .....	103.2	61.5	64.3
Impairment loss .....	3.9	—	—
(Gain) / loss on disposal of assets .....	(37.8)	2.1	3.3
Amortization of intangible liability .....	(12.8)	(14.2)	(7.6)
<b>EBITDA</b> .....	<b>380.8</b>	<b>310.5</b>	<b>246.3</b>
Gain on insurance recovery .....	(30.9)	—	—
One-time corporate transaction costs <sup>(2)</sup> .....	0.8	1.0	2.3
<b>Adjusted EBITDA</b> .....	<b>\$ 350.7</b>	<b>\$ 311.5</b>	<b>\$ 248.6</b>
<b>Adjusted EBITDA Margin</b> .....	<b>36%</b>	<b>35%</b>	<b>36%</b>

(1) Represents 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. This also includes the \$9.6 million and \$27.7 million loss on debt extinguishment in relation to our debt refinancing transactions during the years ended December 31, 2024 and 2023, respectively.

(2) Represents certain one-time third party professional services and certain costs related to acquisitions.

Our restricted subsidiaries accounted for 104%, 97% and 93% of our Adjusted EBITDA for the years ended December 31, 2024, 2023 and 2022, respectively. Our restricted subsidiaries accounted for 86% and 84% of our assets as of December 31, 2024 and 2023, respectively.

**Operating Results for the Year Ended December 31, 2024 Compared to the Year Ended December 31, 2023 (In millions, except percentages)**

	<b>Years ended December 31,</b>		<b>Change</b>	<b>% change</b>
	<b>2024</b>	<b>2023</b>		
<b>Revenues</b>				
Operating revenues .....	\$ 955.7	\$ 853.9	\$ 101.8	12%
Other revenues .....	29.5	54.1	(24.6)	(45%)
	<u>985.2</u>	<u>908.0</u>	<u>77.2</u>	<u>9%</u>
<b>Operating costs and expenses</b>				
Operating and maintenance .....	553.4	512.9	40.5	8%
Depreciation .....	85.8	83.3	2.5	3%
Amortization of deferred costs .....	103.2	61.5	41.7	68%
General and administrative .....	66.6	64.3	2.3	4%
Gain on insurance recovery .....	(30.9)	—	(30.9)	n/m
Impairment loss .....	3.9	—	3.9	n/m
(Gain) / loss on disposal of assets .....	(37.8)	2.1	(39.9)	n/m
	<u>744.2</u>	<u>724.1</u>	<u>20.1</u>	<u>3%</u>
<b>Operating income</b>	<b>241.0</b>	<b>183.9</b>	<b>57.1</b>	<b>31%</b>
<b>Other expense / (income), net</b>				
Interest income .....	(3.9)	(3.2)	(0.7)	22%
Interest expense and financing charges .....	158.0	168.5	(10.5)	(6%)
Other, net .....	2.5	6.1	(3.6)	(59%)
	<u>156.6</u>	<u>171.4</u>	<u>(14.8)</u>	<u>(9)%</u>
<b>Income before income taxes</b> .....	<b>84.4</b>	<b>12.5</b>	<b>71.9</b>	<b>575 %</b>
Income tax expense .....	31.8	29.7	2.1	7%
<b>Net income / (loss)</b> .....	<b>\$ 52.6</b>	<b>\$ (17.2)</b>	<b>\$ 69.8</b>	<b>(406%)</b>

n/m - not meaningful

**Revenues**

Total revenues for 2024 increased by \$77.2 million compared to the same period in 2023 primarily due to six rigs that had commenced new contracts in late Q2 2023 and Q3 2023, higher average earned dayrates mainly for six rigs in West Africa, India, Denmark, Egypt and Vietnam and acceleration of mobilization revenue on two suspended rigs in Saudi Arabia. This was partially offset by lower revenues from one rig in Norway that completed a bareboat charter contract in 2023 and commenced a new contract in late 2024, five suspended rigs in Saudi Arabia, one rig that was sold in September 2024, one idle rig in Egypt and one rig that suffered structural leg damage in April 2024.

**Operating and Maintenance**

Total operating and maintenance increased by \$40.5 million primarily due to higher preparation and mobilization expenses mainly for three rigs ahead of commencement of new contracts in mid 2023 and late 2024 in Norway and Nigeria, and higher

maintenance expenses for three rigs in Denmark, India and Saudi Arabia. These were partially offset by lower operating costs for three suspended rigs in Saudi Arabia and two rigs that were retired from the fleet in 2024.

### **Depreciation**

Depreciation expense for 2024 increased by \$2.5 million primarily due to higher depreciation for one rig that was placed into operations in Q2 2023 and for one rig that resumed operations in Q1 2024.

### **Amortization of Deferred Costs**

The \$41.7 million increase in amortization of deferred costs in 2024 compared to the same period in 2023 was primarily due to higher amortization for six rigs in Saudi Arabia that were suspended in 2024, three rigs in Nigeria, Italy and India which commenced new contracts in Q2 and Q3 2023, three rigs in India, United Kingdom and Vietnam that commenced new contracts in 2024 and one rig that was sold in September 2024.

### **General and Administrative**

General and administrative expenses were relatively unchanged in 2024 as compared to the same period in 2023.

### **Gain on Insurance Recovery**

Gain on insurance recovery was \$30.9 million in 2024 as compared to nil in 2023. The gain relates to the gross insurance proceeds less associated costs relating to a structural damage on one of the Company's rigs that resulted in the rig being declared a total constructive loss by the Company's insurance underwriters.

### **Impairment Loss**

Impairment loss was \$3.9 million in 2024, primarily due to the impairment on one rig.

### **(Gain) / Loss on Disposal of Assets**

Gain on disposal of assets increased by \$39.9 million in 2024 as compared to 2023, primarily due to the gain on the sale of one of the Company's rigs in September 2024.

### **Other Expense / (Income), Net**

Other expense / (income), net decreased by \$14.8 million in 2024 compared to the same period in 2023, primarily due to the \$10.5 million decrease in interest expense and financing charges mainly resulting from a higher debt extinguishment loss in 2023 of \$27.7 million as compared to \$9.6 million in 2024, partially offset by \$6.8 million in higher interest expense and a \$3.6 million decrease in other, net expense mainly due to a gain recognized on certain legal matters.

### **Income Tax Expense**

The \$2.1 million increase in income tax expense in 2024 compared to the same period in 2023 was primarily due to higher revenues in the current year and higher deferred tax benefits recognized in the prior year, partially offset by favorable tax rate changes in certain jurisdictions and the expiration of statute of limitations on an uncertain tax position in the current year.

### **Liquidity and Capital Resources**

#### ***Sources and Uses of Liquidity***

Historically, we have met our liquidity needs principally from cash balances in banks, cash generated from operations, debt and equity. Our primary uses of cash were payments related to debt, capital expenditures, income taxes and to fund operations. At any given time, we may require a significant portion of cash on hand for working capital, capital expenditures and deferred costs and other needs related to the operation of our business. We may consider establishing additional financing arrangements and/or debt extinguishments. Any such transactions will depend on prevailing market conditions, our liquidity requirements, contractual restrictions and other factors. See also Material Cash Requirements below.

**Going Concern Assumption as Per Oslo Bors Reporting Requirements**

Management believes that we have adequate liquidity to fund our operations for the next twelve months, and, therefore, our financial statements have been prepared under the going concern assumption. Additional capital and/or refinancing of our existing debt may be required in the future to meet evolving business needs.

**Cash Flows**

Certain information regarding our cash flows is as follows (in millions):

	<b>Years ended December 31,</b>		<b>Change</b>
	<b>2024</b>	<b>2023</b>	
Net cash provided by operating activities .....	\$ 28.1	\$ 86.1	\$ (58.0)
Net cash provided by / (used in) investing activities .....	54.8	(106.0)	160.8
Net cash used in financing activities .....	(22.6)	(49.6)	27.0
Exchange rate change effect on cash, cash equivalents and restricted cash .....	(5.6)	(0.8)	(4.8)
Net increase / (decrease) in cash, cash equivalents and restricted cash ..	<u>\$ 54.7</u>	<u>\$ (70.3)</u>	<u>\$ 125.0</u>

**Net Cash Provided by Operating Activities**

Net cash provided by operating activities decreased by \$58.0 million in 2024 compared to 2023. See “Consolidated Statements of Cash Flows” in “Item 8. Financial Statements and Supplementary Data” for more details.

**Net Cash Provided by / (Used in) Investing Activities**

Net cash provided by / (used in) investing activities increased by \$160.8 million in 2024 compared to 2023. See “Consolidated Statements of Cash Flows” in “Item 8. Financial Statements and Supplementary Data” for more details.

**Net Cash Used in Financing Activities**

Net cash used in financing activities decreased by \$27.0 million in 2024 compared to 2023. See “Consolidated Statements of Cash Flows” in “Item 8. Financial Statements and Supplementary Data” for more details.

**Capital Expenditures and Deferred Costs**

Capital expenditures and deferred costs include rig acquisition and other fixed asset purchases, certain expenditures associated with regulatory inspections, major equipment overhauls, contract preparation (including rig upgrades), mobilization and stacked rig reactivations. Capital expenditures and deferred costs can vary from quarter-to-quarter and year-to-year depending upon the requirements of existing and new customers, the number and scope of out-of-service projects, the timing of regulatory surveys and inspections, and the number of rig reactivations. Capital additions are included in property and equipment and are depreciated over the estimated remaining useful life of the assets. Deferred costs are included in other current assets and other long-term assets on the consolidated balance sheets and are amortized over the relevant periods covering: (i) the underlying firm contract period to which the expenditures relate, or; (ii) the period until the next planned similar expenditure is to be made. See “Note 6 – Property and Equipment” and “Note 18 – Supplemental Cash Flow Information” in “Item 8. Financial Statements and Supplementary Data” for more details.

**Material Cash Requirements**

In the normal course of business, we enter into various contractual obligations that impact or could impact our liquidity. As of December 31, 2024, our anticipated material cash requirements consisted primarily of payments related to debt servicing and repayments, operating costs and expenses, operating lease obligations, capital expenditures and deferred costs, income taxes and one-time payment to SDNS shareholders. See also “Note 13 – Equity” to our Consolidated Financial Statements in “Item 8. Financial Statements and Supplementary Data”.

As of December 31, 2024, we had a total principal amount of indebtedness of \$1.4 billion. See “Note 9 – Debt” to our Consolidated Financial Statements in “Item 8. Financial Statements and Supplementary Data”. As of December 31, 2024, we had operating lease obligations outstanding of \$6.1 million. See “Note 8 – Leases” to our Consolidated Financial Statements in “Item 8. Financial Statements and Supplementary Data”.

## Certain Financial Information of Restricted Subsidiaries

The following tables present certain financial information for SDHL excluding unrestricted subsidiaries in relation to our outstanding debt. SDHL and certain of its restricted subsidiaries agreed to grant post-closing guarantees and security with respect to such indebtedness. The process for granting these guarantees and security was completed in December 2023. In addition, the process to arrange for SDHL's restricted subsidiaries in Egypt to grant post-closing guarantees and security is on-going as required under such agreements.

### *Consolidated Statements of Operations* *(In millions)*

	Years ended December 31,	
	2024	2023
<b>Revenues</b>		
Operating revenues .....	\$ 817.5	\$ 748.8
Other revenues .....	9.5	22.2
	<u>827.0</u>	<u>771.0</u>
<b>Operating costs and expenses</b>		
Operating and maintenance .....	410.0	420.0
Depreciation .....	67.3	64.7
Amortization of deferred costs .....	96.6	61.4
General and administrative .....	48.6	42.9
Gain on insurance recovery .....	(30.9)	—
Impairment loss .....	3.9	—
(Gain) / loss on disposal of assets .....	(37.9)	2.1
	<u>557.6</u>	<u>591.1</u>
<b>Operating income</b> .....	269.4	179.9
<b>Other expense / (income), net</b>		
Interest income .....	(4.2)	(2.0)
Interest expense and financing charges .....	116.9	139.3
Other, net .....	2.5	5.0
	<u>115.2</u>	<u>142.3</u>
<b>Income before income taxes</b> .....	154.2	37.6
Income tax expense .....	31.4	29.1
<b>Net income</b> .....	<u>\$ 122.8</u>	<u>\$ 8.5</u>



**Consolidated Balance Sheets**  
(In millions)

	As of December 31,	
	2024	2023
<b>Assets</b>		
Cash and cash equivalents .....	\$ 130.8	\$ 65.6
Accounts and other receivables .....	191.1	209.2
Less: Allowance for credit losses .....	7.1	5.1
Accounts and other receivables, net .....	184.0	204.1
Accounts and other receivables, net - related parties .....	11.3	7.4
Assets held for sale .....	6.6	—
Loan to related party .....	10.0	—
Other current assets .....	78.2	88.0
<b>Total current assets</b> .....	<b>420.9</b>	<b>365.1</b>
Property and equipment .....	1,686.2	1,749.7
Less: Accumulated depreciation .....	663.4	667.0
Property and equipment, net .....	1,022.8	1,082.7
Deferred tax assets .....	6.7	7.0
Other long-term assets .....	334.5	302.7
<b>Total assets</b> .....	<b>\$ 1,784.9</b>	<b>\$ 1,757.5</b>
<b>Liabilities and equity</b>		
Accounts payable .....	\$ 74.9	\$ 94.5
Accounts payable - related parties .....	81.3	0.4
Interest payable .....	21.5	23.8
Accrued income taxes .....	16.9	12.1
Current maturities of long-term debt .....	99.9	70.2
Other current liabilities .....	71.8	70.5
<b>Total current liabilities</b> .....	<b>366.3</b>	<b>271.5</b>
Long-term debt .....	950.9	1,018.9
Deferred tax liabilities .....	1.9	6.5
Other long-term liabilities .....	52.4	109.0
<b>Total long-term liabilities</b> .....	<b>1,005.2</b>	<b>1,134.4</b>
Commitments and contingencies .....		
Additional paid-in capital .....	1,005.4	1,066.4
Accumulated losses .....	(592.0)	(714.8)
<b>Total equity</b> .....	<b>413.4</b>	<b>351.6</b>
<b>Total liabilities and equity</b> .....	<b>\$ 1,784.9</b>	<b>\$ 1,757.5</b>

### Off Balance Sheet Arrangements

#### Contingent Liabilities

The majority of the contingent liabilities that we are exposed to relate to legal proceedings, certain contractual and customs obligations secured by surety bonds and bank guarantees and uncertain tax positions. See “Note 12 – Commitments and Contingencies” and “Note 16 – Income Taxes” to our Consolidated Financial Statements in “Item 8. Financial Statements and



Supplementary Data”. As of December 31, 2024, we are not exposed to any contingent liabilities that are expected to result in a material adverse effect on our consolidated financial position, results of operations or cash flows.

### ***Derivative Instruments***

The board of directors has approved policies and procedures for derivative instruments that require the approval of our CFO prior to entering into any derivative instruments. From time to time, we may choose to enter into a variety of derivative instruments in connection with the management of our exposure to fluctuations in interest rates and currency exchange rates. We do not enter into derivative transactions for speculative purposes; however, we may enter into certain transactions that do not meet the criteria for hedge accounting.

### ***Off-Balance Sheet Financing***

We had no off-balance sheet arrangements during the years ended December 31, 2024 and 2023, respectively.

### **Critical Accounting Policies and Estimates**

The discussion and analysis of our financial condition and results of operations are based upon our consolidated financial statements, which have been prepared in accordance with GAAP. The preparation of the consolidated financial statements in accordance with GAAP requires us to make estimates and assumptions that affect the reported amounts of assets, liabilities, and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and exposure during the reporting period. Certain accounting policies involve judgements and uncertainties to such an extent that there is a reasonable likelihood that materially different amounts could have been reported under different conditions, or if different assumptions had been used. We evaluate our estimates and assumptions on a regular basis. We base our estimates on historical experience and various other assumptions that are believed to be reasonable under the circumstances, the results of which form the basis for making judgements about the carrying values of assets and liabilities that are readily apparent from other sources. Actual results could differ from these estimates and assumptions used in the preparation of our consolidated financial statements.

We identify our critical accounting policies as those that are significant to our results of operations, financial condition and cash flows and that require management’s most difficult, subjective or complex estimates and judgements in matters that are inherently uncertain. We believe that our more critical accounting policies include revenue recognition, operating expenses and deferred costs, property and equipment, assets held for sale, leases and impairment of long-lived assets.

Our significant accounting policies are included in “Note 2 – Significant Accounting Policies” to our Consolidated Financial Statements in “Item 8. Financial Statements and Supplementary Data”.

### **Revenue Recognition**

The Company recognizes revenues when control of a good or service promised in a contract is transferred to a customer. Control is obtained when a customer has the ability to direct the use of and obtain substantially all of the remaining benefits from that good or service. The timing of revenue recognition may differ from the timing of invoicing to customers and these timing differences result in receivables, contract assets or contract liabilities, as appropriate on the Company’s consolidated balance sheets.

The Company’s services provided under each contract is a single performance obligation satisfied over time and is comprised of a series of distinct time increments or service periods in which we provide services. Variable consideration is only recognized as revenues to the extent that it is probable that a significant reversal will not occur during the contract term. When determining if variable consideration should be recognized, management considers whether there are factors outside of the Company’s control that could result in a significant reversal of revenues as well as the likelihood and magnitude of a potential reversal of revenue. A description of our principal revenue generating activities are as follows:

#### ***Operating Revenues***

A significant portion of the Company’s revenues is generated from rigs operated by the Company through dayrates charged to its customers for the provision of services related to drilling, completion, maintenance and decommissioning of oil and natural gas wells. The Company’s contracts with customers contain multiple dayrates and the actual dayrate earned during a period could vary based on the actual operations. The dayrate invoices billed to the customer are typically determined based on the varying rates applicable to the specific activities performed on an hourly basis. Variable consideration generally relates to distinct service periods during the contract term and is recognized in the period when services are performed to the extent it is probable that a significant

revenue reversal will not occur. We have applied the disclosure practical expedient in Accounting Standards Codification (“ASC”) 606-10-50-14(b) and have not disclosed variable consideration related to remaining unsatisfied performance obligations.

The Company may earn lump-sum fees relating to contract preparation, capital upgrades and mobilization in certain contracts, which are typically invoiced at the commencement or initial phase of the contract. These activities are not considered to be revenue generating activities distinct from the performance of services under the contract. Therefore, such revenues are recorded as a contract liability and amortized on a straight-line basis over the initial firm contract term. Certain customers may also make advance payments of dayrate revenues, which are deferred and recognized when the related dayrate services are provided. Upfront fees for contract preparation, capital upgrades and mobilization and advance payments from customers for future services are recorded as contract liabilities in other current liabilities and other long-term liabilities, as appropriate, in the consolidated balance sheets.

The Company may earn lump-sum fees relating to contract demobilization, which are typically invoiced at the end of the contract and may contain provisions stipulating conditions that must be present for such revenues to be received. The Company assesses the likelihood of receiving this revenue based on prior experience and knowledge of market conditions and other factors. Demobilization fees are recorded when it is unconditional and probable that there will not be a material cumulative revenue reversal, which typically occurs near the end of the contract term. Once the recognition criteria are met, the demobilization revenues are recorded as operating revenues over the remaining contract term and a contract asset is recorded for any revenue recognized prior to invoicing.

Many contracts have termination and/or extension options which can be exercised at the option of the customer. In certain cases, the Company can charge an early termination fee if a contract is terminated by the customer. Termination revenues are typically billed after a termination notice is received from a customer or activity related to a contract ceases. Termination revenues are typically recognized as revenues when billed and it is probable that revenues will not be reversed. Revenues related to an extension option are typically accounted for as a contract modification as a separate contract.

#### *Other Revenues*

Other revenues consist of amounts billed for goods and services such as catering, additional equipment and personnel, consumables or accommodations. The Company may use third parties for the provision of such goods and services. Judgement is involved in identifying the performance obligations in these customer contracts and determining whether the Company is a principal or an agent in the provision of certain equipment and consumables to the customer. The Company generally is considered to be a principal in revenue transactions when it obtains control of a good or service before it is transferred to the customer. The Company typically acts as a principal in the provision of catering, accommodation services, additional personnel and the provision of additional equipment and consumables directly used to provide integrated services to the customer. The Company generally acts as an agent in the provision of other equipment and consumables for the customer. See also Note 4 – Revenues.

#### **Operating Costs and Expenses and Deferred Costs**

Operating costs and expenses are recognized when incurred. Certain expenditures associated with contract preparation, mobilization, regulatory inspections and major equipment overhauls are recorded as deferred costs in other current assets or other long-term assets, as appropriate, on the consolidated balance sheets.

Deferred contract costs include certain contract preparation and upfront mobilization expenditures for rigs entering binding services contracts. Such costs are considered costs to fulfil the Company’s future performance obligations under the related contract and are therefore deferred and amortized on a straight-line basis over the firm contract term. Certain deferred contract costs are related to contractually required inspections, and such costs are amortized on a straight-line basis over the time period until the next scheduled inspection. See Note 4 – Revenues. Demobilization costs which are incurred at the end of a contract and costs associated with rig preparation and of mobilization of without a firm contract are expensed as incurred.

Non-contractual deferred costs include costs of inspections incurred to obtain regulatory certifications to operate the rigs and periodic major overhauls of equipment. Regulatory certifications, including special periodic surveys (“SPS”) and underwater inspections in lieu of dry-docking (“UWILDS”), are deferred and amortized on a straight-line basis over the time period until the next survey or inspection, generally 30 to 60 months. Periodic major overhauls are deferred and amortized on a straight-line basis over a period of five years.

#### **Property and Equipment, Net**

Property and equipment are initially stated at cost. Expenditures for additions, including other costs necessary to bring the asset to the condition and location necessary for its intended use, improvements and substantial enhancements are capitalized. Routine



expenditures for minor replacements and repairs and maintenance that do not increase the functionality or life of the asset are expensed as incurred. Construction in progress includes interest capitalized during the period of asset construction for qualified assets if the construction is expected to take one year or longer and the amount of interest is material. When the asset is placed into service, it is transferred from construction in progress to the appropriate category under property and equipment. Property and equipment are subject to periodic impairment testing as discussed in “Impairment of Long-Lived Assets” below.

Depreciation commences when an asset is placed into service or is substantially complete and ready for its intended use. Depreciation is computed using the straight-line method, after allowing for salvage value where applicable, over the estimated useful lives of the assets. Land is not depreciated. Leasehold improvements are recorded as component of property and equipment and are depreciated over the shorter of the remaining expected lease term or the estimated useful lives of the improvements. If an impairment loss is recognized, the adjusted carrying amount shall be depreciated over the remaining useful life of the asset.

The estimated useful lives of property and equipment are as follows:

	<b>Years</b>
Rigs .....	30
Equipment and spares .....	9 - 13
Building .....	30
Other .....	3 - 5

The Company periodically reviews and adjusts, as appropriate, the remaining useful lives and salvage values of rigs when certain events occur that directly impact such estimates. This includes changes in operating condition, functional capability and market and economic factors. The remaining estimated average useful life of existing drilling rigs in the Company’s fleet as of December 31, 2024 is 12 years.

When assets are sold, retired or otherwise disposed of, the cost and related accumulated depreciation are written off, net of any proceeds received, and any gain or loss is reflected in the consolidated statements of operations.

**Leases**

A lease is a contract, or part of a contract, that conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Company has made an accounting policy election to present the lease and associated non-lease operations as a single component based upon the predominant component. Lease classification as short-term lease, operating lease or finance lease is made at the lease inception. The Company considers all relevant contractual provisions, including renewal and termination options, to determine the term of the lease. Renewal or termination options that are reasonably certain of exercise by the lessee and those controlled by the lessor are included in determining the lease term. The Company considers all relevant facts and circumstances that create an economic incentive to exercise the option. See also Note 8 – Leases.

*Short-Term Leases*

The Company made an accounting policy election not to recognize a right-of-use asset and lease liability for short-term leases with an initial term of 12 months or less, therefore these leases are not recorded on the consolidated balance sheets. Expenses for short-term leases are recognized on a straight-line basis over the lease term under either operating and maintenance expenses or general and administrative expenses in the consolidated statements of operations.

*The Company as a Lessee*

The Company recognizes lease liabilities and right-of-use assets for all operating and finance leases for which it is a lessee at the lease commencement date. Lease liabilities are initially recognized at the present value of the future lease payments during the expected lease term using the interest rate implicit in the lease, if that rate can be determined, or the Company’s incremental borrowing rate. Lease liabilities are recorded, according to the payment dates as other current liabilities and other long-term liabilities in the consolidated balance sheets. For any contract considered predominantly a lease, all non-lease components are included in the initial measurement of the lease liability. Finance lease and operating lease liabilities are recorded separately. The right-of-use asset is initially recognized at the amount of the initial measurement of the lease liability, plus any lease payments made at or before the commencement date, less any lease incentives received and any initial direct costs incurred by the Company. Right-of-use assets are recorded as other long-term assets in the consolidated balance sheets. Subsequent to initial recognition, the right-of-use asset is reflected net of amortization. Right-of-use assets are subject to periodic impairment testing as discussed in “Impairment of Long-Lived

Assets” below. Costs to get a leased asset to the condition and location necessary for its intended use are capitalized as leasehold improvements.

The Company remeasures its lease liabilities with a corresponding adjustment to the right-of-use asset due to an applicable change in lease payments such as those due to a lease modification not accounted for as a separate contract, certain changes in the expected term of the lease, and certain changes in assessments and contingencies. Subsequent to initial recognition, the operating lease liability is increased for the interest component of the lease liability and reduced by the lease payments made. Operating lease expenses are recognized as a single lease cost on a straight-line basis over the lease term, which includes the interest component of the measurement of the lease liability and amortization of the right-of-use asset. Operating lease expenses are recognized based on the type of leased asset under either operating and maintenance expenses or general and administrative expenses in the consolidated statements of operations.

Finance lease expenses are recognized separately in the consolidated statements of operations, with the interest expense on the lease liability recorded under interest expense and the amortization of the right-of-use asset recorded as based on the type of leased asset under either operating and maintenance expenses or general and administrative expenses.

#### *The Company as a Lessor*

The Company’s contracts with customers contain lease components related to the underlying rigs and equipment, in addition to service components of labor and expertise to operate the rig and equipment. The service component of operating a rig is predominant in the Company’s contracts, therefore, the Company accounts for its revenues from contracts with customers as service revenues with a single performance obligation. See “Revenue Recognition” above. See also Note 4 – Revenues.

#### **Impairment of Long-Lived Assets**

The Company evaluates property and equipment, right-of-use assets and other long-lived assets for impairment whenever events or changes in circumstances indicate the carrying amount of an asset may not be recoverable. Impairment indicators can include changes in the general economic and business environment, industry specific indicators, Company specific factors or conditions related to a specific asset or asset group. An impairment loss on an asset or asset group is recorded when the estimated undiscounted future cash flows expected to result from the use of the asset and its eventual disposition are less than its carrying amount. Any actual impairment loss recognized represents the excess of the asset’s carrying value over the estimated fair value.

The Company estimates the fair values of property and equipment, right-of-use assets, deferred costs and other long-lived assets to be held and used by applying a combination of income and market approaches, using projected cash flows and estimates of the exchange price that would be received for the assets in the principal or most advantageous market for the assets in an orderly transaction between market participants as of the measurement date. The fair value of the Company’s asset groups using the income approach is based on estimated cash flows expected to be realized from the use of the assets. Asset impairment evaluations are, by nature, highly subjective. The critical estimates are significant unobservable inputs, which are based on numerous estimates and assumptions about future operations and market conditions including but not limited to those such as projected rig utilization, dayrates, operating, overhead and major project costs, remaining useful life, salvage value and discount rate as well as cost inflation assumptions. The Company estimates the fair values of assets held for sale based on the expected sale price less estimated costs to sell, which can include significant unobservable inputs. These assumptions are considered non-recurring level 3 fair value measurements.

#### **Item 7A. Quantitative and Qualitative Disclosures About Market Risk.**

We are exposed to various market risks, including liquidity risk, interest rate risk, foreign currency risk and credit risk.

##### **Liquidity Risk**

We manage our liquidity risk by maintaining adequate cash reserves and debt facilities, and by continuously monitoring our actual and forecast cash flows and by matching the maturity profile of financial assets and liabilities when possible.

##### **Interest Rate Risk**

Financial instruments that potentially subject the Company to interest rate risk include cash and cash equivalents and debt. Exposure to interest rate risk may occur in relation to cash and cash equivalents, as the interest income earned on these balances changes with market interest rates. Floating rate debt, where the interest rate may be adjusted semi-annually or more frequently over the life of the instrument, exposes the Company to short-term changes in market interest rates. Fixed rate debt, where the interest rate is fixed over the life of the instrument and the instrument’s maturity is greater than one year, exposes the Company to changes in

market interest rates if and when voluntary refinancing or refinancing of maturing debt with new debt occurs. The Company has in the past utilized interest rate swaps or other derivative instruments to manage interest rate risk.

### **Foreign Currency Risk**

The Company's functional currency is the U.S. dollar and its international operations expose it to currency exchange rate risk. This risk is primarily associated with receivables from customers, compensation costs of the Company's employees and purchasing costs from suppliers in currencies other than the U.S. dollar.

The primary currency exchange rate risk management strategy involves customer contracts that provide for partial payment in U.S. dollars and partial payment in local currency. The payment portion denominated in local currency is based on anticipated local currency requirements over the contract term and local statutory requirements. Due to various factors, including customer acceptance, local banking laws, other statutory requirements, local currency convertibility and the impact of inflation on local costs, actual local currency needs may vary from those anticipated in the customer contracts, resulting in partial exposure to currency exchange rate risk. In addition, the Company can utilize forex contracts to manage foreign exchange risk related to certain currencies. We maintain documented policies and procedures to monitor and control the use of the derivative instruments. Our forex contracts generally require us to net settle the spread between the contracted foreign currency exchange rate and the spot rate on the contract fixing date. We are not engaged in derivative transactions for speculative or trading purposes.

### **Credit Risk**

Our financial instruments that potentially subject us to concentrations of credit risk are cash and cash equivalents, restricted cash and accounts receivables. We generally maintain cash and cash equivalents and restricted cash at commercial banks with high credit ratings.

Our trade receivables are with a variety of government owned or controlled energy companies, publicly listed integrated oil companies or independent exploration and production companies. We perform ongoing credit evaluation of our customers, and generally do not require material collateral. We may from time-to-time require our customers to make an advance payment or issue a bank guarantee/letter of credit in our favor to cover the risk of non-payment under our contracts. We determine our expected credit losses for our pools of assets with similar risk characteristics based on historical loss information as adjusted for future expectations.

### **Item 8. Financial Statements and Supplementary Data.**

The consolidated financial statements as of December 31, 2024 can be found in the Exhibits section pages F-1 to F-50.

### **Item 9. Changes and Disagreements with Accountants on Accounting and Financial Disclosure**

None.

### **Item 9A. Controls and Procedures.**

We are not required to report this Item.

### **Item 9B. Other Information.**

None.

### **Item 9C. Disclosure Regarding Foreign Jurisdictions that Prevent Inspections.**

Not applicable.

## Part III

### Item 10. Directors, Executive Officers and Corporate Governance

The following table sets forth information concerning our executive officers and directors, including their ages, as of December 31, 2024:

Name	Age as of December 31, 2024	Position
David Mullen	66	Executive Chairman of the Board
Ernie Danner	70	Lead Independent Director
John K. Castle	84	Director
Xianzhi Mei	44	Director
David B. Pittaway	73	Director
Benjamin Sebel	54	Director
Usama Trabulsi	79	Director
David Williams	71	Director
Gregory O'Brien	38	Chief Executive Officer
William Hoffman	64	Executive Vice President and Chief Operating Officer
Douglas Stewart	47	Executive Vice President and Chief Financial Officer
Ian Clark	65	Executive Vice President

#### Directors

##### *David Mullen, Executive Chairman of the Board*

Mr. Mullen has over 40 years' experience in the oil services business and currently serves as the executive chairman of the board of directors. He previously served as Shelf Drilling's chief executive officer from October 2012 to August 2024. In addition to this, Mr. Mullen also serves as an independent director of Subsea 7 S.A. since April 2018, and senior independent director since January 2021. Previous assignments include CEO and director of Wellstream Holdings PLC, a UK listed company that designed and manufactured subsea pipeline products and provided subsea services and installation, chief executive officer of Ocean Rig ASA, a Norwegian listed ultra-deep water drilling contractor. Mr. Mullen also had a 23-year career at Schlumberger, including as president of oilfield services for North and South America. Mr. Mullen received a B.A. in Geology & Physics from Trinity College Dublin and an M.Sc. Degree in Geophysics from University College Galway.

##### *Ernie Danner, Lead Independent Director*

Mr. Danner joined our board of directors in October 2013 and now serves as lead independent director. He previously served as the chairman of the board from November 2018 to August 2024. Since January 2018 Mr. Danner has served as an operating partner of SCF Partners, a private equity firm focused on oil service investments, which he joined in October 2012. Currently, Mr. Danner serves as chairman of the board of directors of Nine Energy Service, Inc., a NYSE listed company providing completion services to oil and natural gas producers in North America and chairman of the board of directors of BCKK Engineering, Inc, a private company that designs, fabricates and installs natural gas processing plants in North America. Mr. Danner also serves as chairman of the board of directors of Pipeline Plastics LLC, a manufacturer of HDPE pipe. Mr. Danner served as president and chief executive officer of Exterran Holdings Inc. from July 2009 to October 2011 and as a member of its board of directors from 1998 to October 2011. He also served as president, chief executive officer and a director of Exterran GP LLC the general partner of Exterran Partners L.P. Mr. Danner has a Masters of Accounting and Bachelor of the Arts degree from Rice University.

##### *John K. Castle, Director*

Mr. Castle joined our board of directors in November 2012 and has served as chairman and chief executive officer of Castle Harlan, Inc. since 1987, and as chairman and chief executive officer of Branford Castle, Inc since 1986. Prior to forming Castle Harlan, Inc., Mr. Castle was president and chief executive of investment banking firm Donaldson, Lufkin & Jenrette, Inc. Mr. Castle is a board member of various private equity companies, and he has previously been a director of numerous private and public companies. He also served as a director of the Equitable Life Assurance Society of the U.S. Mr. Castle is a Life Member of the Corporation of the Massachusetts Institute of Technology. Previously, he had served for 22 years as a Trustee of New York Medical College, including 11 of those years as Chairman of the board. Mr. Castle is a trustee and chairman of the executive committee of the St. Patrick's Cathedral in New York City and is a member of the Finance Council of the Archdiocese of New York. From 2000 to 2018, Mr. Castle

was a director of Castle Harlan Australian Mezzanine Partners Pty Ltd and a director of CHAMP Group Holdings Pty Ltd. He has served on various visiting committees at Harvard University, including the Harvard Business School. Mr. Castle received his Bachelor's degree from the Massachusetts Institute of Technology, his M.B.A. as a Baker Scholar with High Distinction from Harvard University, and has four Honorary Doctorate Degrees of Humane Letters.

*Xianzhi Mei, Director*

Mr. Mei joined our board of directors in June 2023. He has been with China Merchants Industry Holdings Co. Ltd. ("CMI") for more than twenty years, bringing extensive experience in the shipbuilding and manufacturing industry. Currently serving as deputy general manager of CMI since June 2022, he oversees the planning, operations, and digital functions, driving strategic initiatives and leading digital transformation efforts. Mr. Mei's career began in 2002 as a repair supervisor and project manager at Yiulian Dockyards in Shenzhen, China. He then advanced to managing various senior positions including the production department deputy manager overseeing the ship repairing segment of the business. Following CMI's acquisition of Yiulian Dockyards in November 2011 (renamed CMHI Shenzhen), Mr. Mei assumed the role of general manager assistant at CMHI Shenzhen. From 2015 to 2021, he served as deputy general manager at CMHI Jiangsu, another shipyard under CMI, and concurrently as the general manager of China Merchants Cruise Shipbuilding Co. Ltd., responsible for manufacturing and construction. In 2019, Mr. Mei was promoted to the general manager of CMHI Jiangsu before relocating to CMI headquarters in Hong Kong SAR. Mr. Mei holds a bachelor's degree in ship & marine power plants from Wuhan University of Technology, and a master's degree in management science and engineering from Zhejiang University.

*David B. Pittaway, Director*

Mr. Pittaway joined our board of directors in July 2015. Mr. Pittaway is vice chairman and senior managing director of Castle Harlan and has been with the firm since its founding in 1987. Prior to joining Castle Harlan, Mr. Pittaway was vice president for strategic planning and assistant to the president of Donaldson, Lufkin & Jenrette, Inc. Before joining DLJ, he was a management consultant in strategic planning with Bain & Company in Boston, Mass., and previously was an attorney with Morgan, Lewis & Bockius, specializing in labor relations. He has served on the boards of multiple Castle Harlan portfolio companies, including American Achievement Corporation, Statia Terminals Group N.V., Morton's Restaurant Group and United Malt Holdings Inc. He also serves as vice chairman of Branford Castle, Inc. and Branford Chain, Inc. He has served on six public companies boards and is currently a board member of The Cheesecake Factory Inc. Mr. Pittaway's community interests include being a trustee of the University of Kansas Endowment Association. In addition, he served for twenty years in the United States Army Reserve and, upon retiring as a major, he co-founded and acts as a director of the Armed Forces Reserve Family Assistance Fund, which provides needed support for families of American service members whose breadwinners are serving their country in overseas conflicts. He is a graduate of the University of Kansas (B.A. with Highest Distinction), and has both an M.B.A. with High Distinction (Baker Scholar) and a Juris Doctor degree from Harvard University.

*Benjamin Sebel, Director*

Mr. Sebel joined our board of directors in November 2012 and has served as chairman of the compensation committee since May 2023. He is a senior advisor to Branford Castle Partners and was previously a managing director at CHAMP Private Equity, having been with the firm from 2005 until 2014. Immediately prior, Mr. Sebel was a managing director at Castle Harlan for seven years. Mr. Sebel is experienced in all aspects of private equity investment including deal origination, realizations and fundraising in both the United States and Australia. Immediately prior to joining Castle Harlan, Mr. Sebel worked at Goldman Sachs & Co. in its Capital Markets Group. Previously, Mr. Sebel spent two years as special advisor to the Hon. Nick Greiner AC, a former premier of New South Wales, and commenced his career in the management consulting services group of PricewaterhouseCoopers (Australia), where he also qualified as a chartered accountant. Mr. Sebel is currently chairman of Boss Engineering Pty Ltd., a director of Sunless (Australia) Pty Ltd and Riverina Fresh Holdings Pty Ltd., an investment committee member at Glow Capital Partners and a senior advisor to Alceon Private Equity, based in Sydney. Mr. Sebel holds a Bachelor of Commerce (First Class Honours) from the University of New South Wales, an M.B.A. from the Harvard Business School, and is a graduate of the Australian Institute of Company Directors.

*Usama Trabulsi, Director*

Mr. Trabulsi joined our board of directors in August 2017. Previously he was a managing member of Integrated Renewable Energy Systems Ltd., a Saudi Arabia registered privately held limited liability company. Previously, he was the chief financial controller (deputy minister portfolio) of the Ministry of Petroleum and Mineral Resources, Riyadh, Saudi Arabia for over 14 years and the representative of the Minister of Petroleum and Mineral Resources to the executive committee, auditing committee and compensation committee of Saudi Aramco for over 13 years. Mr. Trabulsi has served on the board of directors of Arabian Oil

Company from 1996 to 2003 and Arabian Oil Holdings, Inc. Japan from 2003 to 2007, in each case as the representative of the Saudi Government. In addition, Mr. Trabulsi served as the chairman of the board of directors of “PEMREF” Petromin-Mobil Oil Refinery Company Ltd., a joint venture company between Petromin (the State-owned National Oil Company) and Mobil Oil Company from 1990 to 1993. Meanwhile, Mr. Trabulsi served as executive vice president for operation and marketing of SUMED Oil Pipelines Co., a joint venture company between Egypt, Saudi Arabia, Kuwait, UAE and Qatar. He received his B.A. in Economics and Political Science from the King Saud University in 1965 and received his M.B.A. from Michigan State University in 1970.

*David Williams, Director*

Mr. Williams joined our board of directors in August 2017 and has served as chairman of the audit committee since November 2018. He is a non-executive director of Tharsus Ltd of Newcastle upon Tyne (“Tharsus”) and Pipeline Technique Limited, trading as CRC Evans (“PTL”) where he also chairs the remuneration committee. Previously, Mr. Williams was the chairman of PTL from 2019 to 2022, the chairman of Tharsus from 2012 to 2022, the chairman of Shepherd Group Ltd of York from 2014 to 2020, the chairman of Ramco Ltd from 2013 to 2019, the chairman of Frog Capital (previously known as Foursome Investments) for 13 years and the interim chief executive officer of Logstor Holdings A/S of Logstor, Denmark for two years. Prior to this, Mr. Williams was the chairman, then chief executive, of Serimax Holdings SAS of Paris from June 2004 to June 2006 and June 2006 to October 2011, respectively. He also held several positions at 3i plc from 1985 to 2003, including regional managing director. Mr. Williams received a BSc (Hons) in Naval Architecture and Shipbuilding from the University of Newcastle upon Tyne in 1975, has a Certified Diploma in Accountancy and Finance and received an MSc from London Business School in 1985.

***Executive Officers***

*David Mullen, Executive Chairman*

Mr. Mullen was our chief executive officer from October 2012 to August 2024. See “Directors.”

*Gregory O’Brien, Chief Executive Officer*

Mr. O’Brien was appointed chief executive officer in August 2024 and has spent his entire career in the oil and natural gas sector. Prior to his current role, Mr. O’Brien served as the Company’s executive vice president & chief financial officer since 2016. He has also previously served as director strategic planning in charge of Shelf Drilling’s corporate development efforts. Mr. O’Brien joined Shelf Drilling from Lime Rock Partners, where he focused on oilfield services and exploration & production investment opportunities internationally. Before that, he held energy investment banking roles with J.P. Morgan and SunTrust Robinson Humphrey. Mr. O’Brien graduated from the McIntire School of Commerce at the University of Virginia.

*William (“Kurt”) Hoffman, Executive Vice President & Chief Operating Officer*

Kurt Hoffman is executive vice president, chief commercial officer, and advisor to the CEO. Prior to joining Shelf Drilling, Kurt was senior vice president and chief operating officer of Seahawk Drilling, a Houston and Gulf of Mexico-based jack-up drilling provider where he was responsible for the company’s daily operations and strategic business plan implementation. Kurt spent 18 years at Noble Drilling where he held senior operational and executive roles, including vice president of worldwide marketing, vice president of western hemisphere operations and president of Noble’s engineering services division Triton Engineering Services. Kurt received a B.Sc. degree from Southwest Texas State University.

*Douglas Stewart, Executive Vice President & Chief Financial Officer*

Douglas Stewart was appointed as executive vice president and chief financial officer (CFO) of Shelf Drilling in July 2024. With extensive experience in the oil and natural gas industry across the US and the Middle East, he has held senior finance and legal roles, including CFO and general counsel at Vantage Drilling, and executive VP at Stallion Oilfield Holdings. He began his career specializing in corporate finance and securities law at a top-tier firm. Douglas holds a BA in Economics and International Studies from Trinity University and a Doctor of Jurisprudence from the University of Texas School of Law.

*Ian Clark, Executive Vice President*

Ian Clark is executive vice president of Shelf Drilling, with responsibility for human resources, information technology, supply chain and strategic roles including overseeing the plan for independence from Transocean. Prior to joining Shelf Drilling, Ian spent over 12 years with Transocean where he most recently served as vice president of human resources. Previous roles included division manager for Transocean’s operations in northeast Asia and also managing director for Nigeria. Before Transocean, Ian enjoyed a 20-year career with Schlumberger in various management, technical and human resources roles across Europe and Africa.





Ian has a B.Sc. degree in Electrical and Electronic Engineering from Heriot Watt University in Edinburgh, Scotland and completed the advanced management program at Harvard Business School.

**Item 11. Executive Compensation.**

We are not required to report this item. However, the Company will provide voluntary compensation disclosure required under Norwegian public limited liability companies act 6-16b for the year ended December 31, 2024 in our annual report.

**Item 12. Security Ownership of Certain Beneficial Owners and Management and Related Shareholders Matters.**

We are not required to report this item.

**Item 13. Certain Relationships and Related Transactions, and Director Independence.**

We are not required to report this item.

**Item 14. Principal Accounting Fee and Services.**

Our auditor for the fiscal year ended December 31, 2024 was PricewaterhouseCoopers. For the year ended December 31, 2024, we incurred \$2.9 million for audit services and related expenses and \$1.2 million for other services.

## Part IV

### **Item 15. Exhibit and Financial Statement Schedules.**

Financial Statements pages F-1 to F-50.

Material agreements governing indebtedness can be found on our website at [www.shelfdrilling.com](http://www.shelfdrilling.com) in the investor relations section under key documents.

## **Shelf Drilling, Ltd.**

Consolidated Financial Statements for the  
years ended December 31, 2024, 2023 and 2022



**SHELF DRILLING, LTD.  
CONSOLIDATED FINANCIAL STATEMENTS  
YEARS ENDED DECEMBER 31, 2024, 2023 and 2022**

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## Independent Auditor's Report

To the board of directors and shareholders of Shelf Drilling, Ltd.

### **Opinion**

We have audited the accompanying consolidated financial statements of Shelf Drilling, Ltd. and its subsidiaries (the "Company"), which comprise the consolidated balance sheets as of December 31, 2024 and 2023, and the related consolidated statements of operations, equity and cash flows for each of the three years in the period ended December 31, 2024, including the related notes (collectively referred to as the "consolidated financial statements").

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2024 and 2023, and the results of its operations and its cash flows for each of the three years in the period ended December 31, 2024, in accordance with accounting principles generally accepted in the United States of America.

### **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (US GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Responsibilities of Management for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for one year after the date the consolidated financial statements are available to be issued.

### **Auditor's Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with US GAAS will always detect a material misstatement when it exists.



***Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)***

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with US GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

*PricewaterhouseCoopers*

**PricewaterhouseCoopers Limited Partnership Dubai Branch  
Dubai, United Arab Emirates  
March 3, 2025**



**SHELF DRILLING, LTD.**  
**CONSOLIDATED STATEMENTS OF OPERATIONS**  
(In millions, except per share data)

	Years ended December 31,		
	2024	2023	2022
<b>Revenues</b>			
Operating revenues .....	\$ 955.7	\$ 853.9	\$ 662.1
Other revenues .....	29.5	54.1	33.1
	<u>985.2</u>	<u>908.0</u>	<u>695.2</u>
<b>Operating costs and expenses</b>			
Operating and maintenance .....	553.4	512.9	385.7
Depreciation .....	85.8	83.3	62.2
Amortization of deferred costs .....	103.2	61.5	64.3
General and administrative .....	66.6	64.3	57.2
Gain on insurance recovery .....	(30.9)	—	—
Impairment loss .....	3.9	—	—
(Gain) / loss on disposal of assets .....	(37.8)	2.1	3.3
	<u>744.2</u>	<u>724.1</u>	<u>572.7</u>
<b>Operating income</b> .....	241.0	183.9	122.5
<b>Other expense / (income), net</b>			
Interest income .....	(3.9)	(3.2)	(0.6)
Interest expense and financing charges .....	158.0	168.5	114.8
Other, net .....	2.5	6.1	(1.6)
	<u>156.6</u>	<u>171.4</u>	<u>112.6</u>
<b>Income before income taxes</b> .....	84.4	12.5	9.9
Income tax expense .....	31.8	29.7	34.1
<b>Net income / (loss)</b> .....	52.6	(17.2)	(24.2)
Net income / (loss) attributable to non-controlling interest .....	(28.8)	(9.6)	4.6
<b>Net income / (loss) attributable to controlling interest</b> .....	<u>\$ 81.4</u>	<u>\$ (7.6)</u>	<u>\$ (28.8)</u>
Net income / (loss) per common share - basic .....	\$ 0.36	\$ (0.04)	\$ (0.18)
Net income / (loss) per common share - diluted .....	\$ 0.35	\$ (0.04)	\$ (0.18)
Weighted average common shares - basic .....	223.1	197.5	157.3
Weighted average common shares - diluted .....	232.6	197.5	157.3

See notes to the consolidated financial statements.



**SHELF DRILLING, LTD.**  
**CONSOLIDATED BALANCE SHEETS**  
(In millions, except per share data)

	As of December 31,	
	2024	2023
<b>Assets</b>		
Cash and cash equivalents .....	\$ 152.3	\$ 98.2
Accounts and other receivables .....	231.3	237.1
Less: Allowance for credit losses .....	7.1	8.5
Accounts and other receivables, net .....	224.2	228.6
Assets held for sale .....	6.6	—
Other current assets .....	100.6	92.1
<b>Total current assets</b> .....	<b>483.7</b>	<b>418.9</b>
Property and equipment .....	2,129.2	2,176.8
Less: Accumulated depreciation .....	704.5	689.7
Property and equipment, net .....	1,424.7	1,487.1
Deferred tax assets .....	9.0	9.3
Other long-term assets .....	159.8	183.4
<b>Total assets</b> .....	<b>\$ 2,077.2</b>	<b>\$ 2,098.7</b>
<b>Liabilities and equity</b>		
Accounts payable .....	\$ 94.4	\$ 115.7
Interest payable .....	24.9	28.0
Accrued income taxes .....	17.4	13.1
Current maturities of long-term debt .....	119.9	82.7
Other current liabilities .....	86.6	73.7
<b>Total current liabilities</b> .....	<b>343.2</b>	<b>313.2</b>
Long-term debt .....	1,236.8	1,242.7
Deferred tax liabilities .....	4.4	8.7
Other long-term liabilities .....	64.5	131.8
<b>Total long-term liabilities</b> .....	<b>1,305.7</b>	<b>1,383.2</b>
Commitments and contingencies (Note 12) .....	—	—
Common shares of \$0.01 par value; 278.1 shares and 234.1 shares authorized as of December 31, 2024 and 2023, respectively; 255.8 shares and 213.7 shares issued and outstanding as of December 31, 2024 and 2023, respectively .....	2.6	2.1
Additional paid-in capital .....	1,174.7	1,160.3
Accumulated losses .....	(749.0)	(830.4)
Total controlling interest shareholders' equity .....	428.3	332.0
Non-controlling interest .....	—	70.3
<b>Total equity</b> .....	<b>428.3</b>	<b>402.3</b>
<b>Total liabilities and equity</b> .....	<b>\$ 2,077.2</b>	<b>\$ 2,098.7</b>

See notes to the consolidated financial statements.





**SHELF DRILLING, LTD.**  
**CONSOLIDATED STATEMENTS OF EQUITY**  
(In millions)

	Years ended December 31,		
	2024	2023	2022
<b>Number of common shares</b>			
Balance, beginning of year .....	213.7	176.4	137.1
Issuance of common shares .....	42.1	37.3	39.3
Balance, end of year .....	255.8	213.7	176.4
<b>Common shares</b>			
Balance, beginning of year .....	\$ 2.1	\$ 1.8	\$ 1.4
Issuance of common shares .....	0.5	0.3	0.4
Balance, end of year .....	2.6	2.1	1.8
<b>Additional paid-in capital</b>			
Balance, beginning of year .....	1,160.3	1,056.6	1,006.3
Issuance of common shares .....	75.0	101.3	47.8
Purchase of shares from non-controlling interest .....	(65.6)	—	—
Share-based compensation expense, net of forfeitures .....	5.0	2.4	2.5
Balance, end of year .....	1,174.7	1,160.3	1,056.6
<b>Accumulated losses</b>			
Balance, beginning of year .....	(830.4)	(822.8)	(794.0)
Net income / (loss) .....	81.4	(7.6)	(28.8)
Balance, end of year .....	(749.0)	(830.4)	(822.8)
<b>Total controlling interest shareholders' equity</b>			
Balance, beginning of year .....	332.0	235.6	213.7
Net income / (loss) .....	81.4	(7.6)	(28.8)
Issuance of common shares .....	75.5	101.6	48.2
Purchase of shares from non-controlling interest .....	(65.6)	—	—
Share-based compensation expense, net of forfeitures .....	5.0	2.4	2.5
Balance, end of year .....	428.3	332.0	235.6
<b>Non-controlling interest</b>			
Balance, beginning of year .....	70.3	79.9	—
Net income / (loss) .....	(28.8)	(9.6)	4.6
Subsidiary shares issuance to non-controlling interest .....	—	—	75.3
Purchase of shares from non-controlling interest .....	(41.5)	—	—
Balance, end of year .....	—	70.3	79.9
<b>Total equity</b> .....	<u>\$ 428.3</u>	<u>\$ 402.3</u>	<u>\$ 315.5</u>

See notes to the consolidated financial statements.



**SHELF DRILLING, LTD.**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
(In millions)

	Years ended December 31,		
	2024	2023	2022
<b>Cash flows from operating activities</b>			
Net income / (loss)	\$ 52.6	\$ (17.2)	\$ (24.2)
Adjustments to reconcile net loss to net cash provided by operating activities			
Depreciation	85.8	83.3	62.2
Impairment loss	3.9	—	—
Gain on insurance recovery	(30.9)	—	—
Provision for credit losses, net	2.6	4.7	0.7
Amortization of deferred revenue	(85.2)	(29.8)	(43.6)
Amortization of intangible liability	(12.8)	(14.2)	(7.6)
Share-based compensation expense, net of forfeitures	5.0	2.4	2.5
Non-cash portion of loss on debt extinguishment	5.9	7.6	—
Loss on debt extinguishment	3.7	20.1	—
Amortization of debt issuance costs, premium and discounts	11.7	10.4	6.3
(Gain) / loss on disposal of assets	(37.8)	2.1	3.3
Deferred tax (benefit) / expense, net	(4.0)	(5.8)	1.3
Changes in deferred costs, net*	2.1	(67.0)	(11.3)
Foreign currency transaction losses	5.6	0.8	—
Changes in operating assets and liabilities*	19.9	88.7	30.2
Net cash provided by operating activities	28.1	86.1	19.8
<b>Cash flows from investing activities</b>			
Additions to property and equipment*	(47.7)	(103.1)	(453.7)
Advance payment for property and equipment	(2.3)	(4.1)	(5.5)
Proceeds from disposal of assets	60.8	1.2	1.8
Proceeds from insurance recovery	44.0	—	—
Net cash provided by / (used in) investing activities	54.8	(106.0)	(457.4)
<b>Cash flows from financing activities</b>			
Proceeds from issuance of long-term debt	309.8	1,075.1	242.5
Payment of debt issuance costs	(7.9)	(23.3)	(4.5)
Payment of long-term debt	(281.3)	(1,216.3)	—
Payment of debt extinguishment costs	(3.8)	(19.9)	—
Proceeds from term loan	—	50.0	—
Repayment of term loan	(8.3)	(16.7)	—
Proceeds from credit facility	25.0	—	—
Repayment of credit facility	(25.0)	—	—
Payment for shares from non-controlling interest and equity issuance costs	(31.1)	—	—
Proceeds from issuance of common shares, net of issuance costs	—	101.6	48.3
Proceeds from subsidiary shares issuance to non-controlling interest, net of issuance costs	—	(0.1)	75.4
Net cash (used in) / provided by financing activities	(22.6)	(49.6)	361.7
Exchange rate change effect on cash, cash equivalents and restricted cash	(5.6)	(0.8)	—
Net increase / (decrease) in cash, cash equivalents and restricted cash	54.7	(70.3)	(75.9)
Cash, cash equivalents and restricted cash at beginning of year*	107.0	177.3	253.2
<b>Cash, cash equivalents and restricted cash at end of year*</b>	<b>\$ 161.7</b>	<b>\$ 107.0</b>	<b>\$ 177.3</b>

\* See Note 18 – Supplemental Cash Flow Information for a reconciliation of cash payments for additions to property and equipment and changes in deferred costs, net to total capital expenditures and deferred costs, a breakout of the changes in operating assets and liabilities and a reconciliation of cash, cash equivalents and restricted cash balances.

See notes to the consolidated financial statements.



## SHELF DRILLING, LTD. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### Note 1 – Business

#### Business

Shelf Drilling, Ltd. (“SDL”) was incorporated on August 14, 2012 as a private corporation in the Cayman Islands. SDL, with its majority owned subsidiaries (together, the “Company”, “we” or “our”) is a leading international shallow water offshore contractor providing equipment and services for the drilling, completion, maintenance and decommissioning of oil and natural gas wells. We are solely focused on shallow water operations in depths of up to 500 feet and our fleet consists of 33 independent-leg cantilever (“ILC”) jack-up rigs as of December 31, 2024, excluding a held for sale rig. Since June 25, 2018, SDL shares have been listed on the Oslo Stock Exchange (“OSE”) under the ticker symbol SHLF.

SDL is a holding company with no significant operations or assets other than interests in its direct and indirect subsidiaries. All operations are conducted through Shelf Drilling Holdings, Ltd. (“SDHL”) an indirect wholly-owned subsidiary of SDL. Our corporate offices are in Dubai, United Arab Emirates, geographically close to our operations in the Middle East, North Africa and the Mediterranean (together, “MENAM”), Southeast Asia, India, West Africa and the North Sea.

### Note 2 – Significant Accounting Policies

#### Basis of Presentation

The Company has prepared the accompanying consolidated financial statements in accordance with generally accepted accounting principles in the United States of America (“GAAP”). The amounts are presented in United States (“U.S.”) dollar (“\$”) rounded to the nearest tenth of a million, unless otherwise stated.

#### Principles of Consolidation

The consolidated financial statements include the accounts of the Company, its wholly-owned subsidiaries and those entities that meet the criteria for variable interest entities (“VIE”) for which the Company is deemed to be the primary beneficiary. Intercompany balances and transactions are eliminated in consolidation. We separately present within equity on our consolidated balance sheets the ownership interests attributable to parties with non-controlling interest in our consolidated subsidiaries, and we separately present net income / (loss) attributable to such parties on our consolidated statements of operations.

As of December 31, 2024, the Company’s consolidated financial statements include five entities that meet the definition of VIEs. See Note 17 – Variable Interest Entities. As of December 31, 2024, the Company does not have any investments which meet the criteria to be reported under the equity method of accounting.

#### Use of Estimates

The preparation of consolidated financial statements in accordance with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities and disclosures of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Estimates are used for, but are not limited to, the following: collectability of receivables, depreciable or amortizable lives of assets, term of lease obligations, fair market value of acquired rigs and drilling contract intangibles, impairment assessment of assets, provision for income taxes, valuation of share-based compensation, postemployment benefits and contingencies. Actual results could differ from those estimates.

#### Fair Value Measurements

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The three-level hierarchy of fair value measurement, which reflects the degree to which objective prices in external active markets are available to measure fair value, is as follows:

- Level 1 — Quoted prices in active markets that are accessible at the measurement date for identical assets and liabilities.
- Level 2 — Observable prices that are based on inputs not quoted on active markets but corroborated by market data.
- Level 3 — Unobservable inputs are used when little or no market data is available.



**SHELF DRILLING, LTD.**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

Financial assets and financial liabilities are classified based on the lowest level of input that is significant to the relevant fair value measurement. The Company's assessment of the significance of a particular input to the fair value measurement requires judgment and may affect the valuation of the assets and liabilities being measured and their placement within the fair value hierarchy.

### **Revenue Recognition**

The Company recognizes revenues when control of a good or service promised in a contract is transferred to a customer. Control is obtained when a customer has the ability to direct the use of and obtain substantially all of the remaining benefits from that good or service. The timing of revenue recognition may differ from the timing of invoicing to customers and these timing differences result in receivables, contract assets or contract liabilities, as appropriate on the Company's consolidated balance sheets.

The Company's services provided under each contract is a single performance obligation satisfied over time and is comprised of a series of distinct time increments or service periods in which we provide services. Variable consideration is only recognized as revenues to the extent that it is probable that a significant reversal will not occur during the contract term. When determining if variable consideration should be recognized, management considers whether there are factors outside of the Company's control that could result in a significant reversal of revenues as well as the likelihood and magnitude of a potential reversal of revenue. A description of our principal revenue generating activities are as follows:

#### *Operating Revenues*

A significant portion of the Company's revenues is generated from rigs operated by the Company through dayrates charged to its customers for the provision of services related to drilling, completion, maintenance and decommissioning of oil and natural gas wells. The Company's contracts with customers contain multiple dayrates and the actual dayrate earned during a period could vary based on the actual operations. The dayrate invoices billed to the customer are typically determined based on the varying rates applicable to the specific activities performed on an hourly basis. Variable consideration generally relates to distinct service periods during the contract term and is recognized in the period when services are performed to the extent it is probable that a significant revenue reversal will not occur. We have applied the disclosure practical expedient in Accounting Standards Codification ("ASC") 606-10-50-14(b) and have not disclosed variable consideration related to remaining unsatisfied performance obligations.

The Company may earn lump-sum fees relating to contract preparation, capital upgrades and mobilization in certain contracts, which are typically invoiced at the commencement or initial phase of the contract. These activities are not considered to be revenue generating activities distinct from the performance of services under the contract. Therefore, such revenues are recorded as a contract liability and amortized on a straight-line basis over the initial firm contract term. Certain customers may also make advance payments of dayrate revenues, which are deferred and recognized when the related dayrate services are provided. Upfront fees for contract preparation, capital upgrades and mobilization and advance payments from customers for future services are recorded as contract liabilities in other current liabilities and other long-term liabilities, as appropriate, in the consolidated balance sheets.

The Company may earn lump-sum fees relating to contract demobilization, which are typically invoiced at the end of the contract and may contain provisions stipulating conditions that must be present for such revenues to be received. The Company assesses the likelihood of receiving this revenue based on prior experience and knowledge of market conditions and other factors. Demobilization fees are recorded when it is unconditional and probable that there will not be a material cumulative revenue reversal, which typically occurs near the end of the contract term. Once the recognition criteria are met, the demobilization revenues are recorded as operating revenues over the remaining contract term and a contract asset is recorded for any revenue recognized prior to invoicing.

Many contracts have termination and/or extension options which can be exercised at the option of the customer. In certain cases, the Company can charge an early termination fee if a contract is terminated by the customer. Termination revenues are typically billed after a termination notice is received from a customer or activity related to a contract ceases. Termination revenues are typically recognized as revenues when billed and it is probable that revenues will not be reversed. Revenues related to an extension option are typically accounted for as a contract modification as a separate contract.

#### *Other Revenues*

Other revenues consist of amounts billed for goods and services such as catering, additional equipment and personnel, consumables or accommodations. The Company may use third parties for the provision of such goods and services. Judgement is



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involved in identifying the performance obligations in these customer contracts and determining whether the Company is a principal or an agent in the provision of certain equipment and consumables to the customer. The Company generally is considered to be a principal in revenue transactions when it obtains control of a good or service before it is transferred to the customer. The Company typically acts as a principal in the provision of catering, accommodation services, additional personnel and the provision of additional equipment and consumables directly used to provide integrated services to the customer. The Company generally acts as an agent in the provision of other equipment and consumables for the customer. See also Note 4 – Revenues.

**Operating Costs and Expenses and Deferred Costs**

Operating costs and expenses are recognized when incurred. Certain expenditures associated with contract preparation, mobilization, regulatory inspections and major equipment overhauls are recorded as deferred costs in other current assets or other long-term assets, as appropriate, on the consolidated balance sheets.

Deferred contract costs include certain contract preparation and upfront mobilization expenditures for rigs entering binding services contracts. Such costs are considered costs to fulfil the Company’s future performance obligations under the related contract and are therefore deferred and amortized on a straight-line basis over the firm contract term. Certain deferred contract costs are related to contractually required inspections, and such costs are amortized on a straight-line basis over the time period until the next scheduled inspection. See Note 4 – Revenues. Demobilization costs which are incurred at the end of a contract and costs associated with rig preparation and of mobilization of without a firm contract are expensed as incurred.

Non-contractual deferred costs include costs of inspections incurred to obtain regulatory certifications to operate the rigs and periodic major overhauls of equipment. Regulatory certifications, including special periodic surveys (“SPS”) and underwater inspections in lieu of dry-docking (“UWILDs”), are deferred and amortized on a straight-line basis over the time period until the next survey or inspection, generally 30 to 60 months. Periodic major overhauls are deferred and amortized on a straight-line basis over a period of five years.

**Cash, Cash Equivalents and Restricted Cash**

Cash and cash equivalents are comprised of cash on hand, cash in banks, highly liquid funds and market funds which are invested in U.S. government treasury bills with an original maturity of three months or less. Other bank deposits, if any, with maturity of less than a year are classified as short-term bank deposits within other current assets in the consolidated balance sheets. Bank overdrafts, if any, are classified as current liabilities in the consolidated balance sheets.

Restricted cash consists of cash deposits held related to bank guarantees. Restricted cash balances are recorded, according to their maturity date, as either other current assets or other long-term assets in the consolidated balance sheets.

**Accounts and Other Receivables, Net**

The Company’s accounts and other receivables consist primarily of trade accounts receivable from provision of services with original credit terms of less than one year. Accounts and other receivables are recorded in the consolidated balance sheets at their nominal amounts, net of allowance for credit losses, or the estimated net realizable value, which approximates fair value.

**Allowance for Credit Losses**

The Company applies the current expected credit losses (“CECL”) model to financial assets measured on an amortized cost basis, primarily its trade accounts receivable, and off balance sheet exposures to credit losses. The Company determines its expected credit losses for its pools of assets with similar risk characteristics based on historical loss information, as adjusted for future expectations.

The Company pools its receivable assets using its internal determination of collection risk, which is based on several factors, including the size and type of customer, the Company’s prior collections experience with the customer, and the country or region in which the customer operates. Adjustments to the Company’s historical loss rates were made for relevant customers and oil and natural gas industry specific factors, as needed. Management reviews its assumptions each reporting period and makes adjustments as needed to reflect changes in historical loss rates and expectations, which management believes provides a reasonable estimation of future losses. The pooling of assets and the adjustment of historical loss rates include a high degree of judgement and actual results can differ materially from these expectations.



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For other financial instruments measured on an amortized cost basis and off balance sheet credit exposures, the Company considers quantitative and qualitative information, including historical experience and future expectations, which management believes provide a reasonable basis for the estimation of future losses.

The Company records a provision for credit losses in its general and administrative expenses in the consolidated statements of operations to reflect the net change in the allowance for credit losses during the period. Amounts determined to be uncollectible are written-off against the allowance for credit losses.

**Intangible Liability**

The Company acquired certain existing drilling contracts for future contract drilling services in connection with the Acquisition. See Note 6 – Property and Equipment for additional details. The terms of these contracts included fixed dayrates that were below the market dayrates that were estimated to be available for similar contracts as of the date of the Acquisition. Intangible liability was recorded as current and non-current liability and amortized as operating revenue on a straight-line basis over the respective contract term. The Company immediately amortizes any remaining intangible liability balance upon cancellation of the underlying contract.

**Property and Equipment, Net**

Property and equipment are initially stated at cost. Expenditures for additions, including other costs necessary to bring the asset to the condition and location necessary for its intended use, improvements and substantial enhancements are capitalized. Routine expenditures for minor replacements and repairs and maintenance that do not increase the functionality or life of the asset are expensed as incurred. Construction in progress includes interest capitalized during the period of asset construction for qualified assets if the construction is expected to take one year or longer and the amount of interest is material. When the asset is placed into service, it is transferred from construction in progress to the appropriate category under property and equipment. Property and equipment are subject to periodic impairment testing as discussed in “Impairment of Long-Lived Assets” below.

Depreciation commences when an asset is placed into service or is substantially complete and ready for its intended use. Depreciation is computed using the straight-line method, after allowing for salvage value where applicable, over the estimated useful lives of the assets. Land is not depreciated. Leasehold improvements are recorded as component of property and equipment and are depreciated over the shorter of the remaining expected lease term or the estimated useful lives of the improvements. If an impairment loss is recognized, the adjusted carrying amount shall be depreciated over the remaining useful life of the asset.

The estimated useful lives of property and equipment are as follows:

	<b>Years</b>
Rigs .....	30
Equipment and spares .....	9 - 13
Building .....	30
Other .....	3 - 5

The Company periodically reviews and adjusts, as appropriate, the remaining useful lives and salvage values of rigs when certain events occur that directly impact such estimates. This includes changes in operating condition, functional capability and market and economic factors. The remaining estimated average useful life of existing drilling rigs in the Company’s fleet as of December 31, 2024 is 12 years.

When assets are sold, retired or otherwise disposed of, the cost and related accumulated depreciation are written off, net of any proceeds received, and any gain or loss is reflected in the consolidated statements of operations.

**Leases**

A lease is a contract, or part of a contract, that conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Company has made an accounting policy election to present the lease and associated non-lease operations as a single component based upon the predominant component. Lease classification as short-term lease, operating lease or finance lease is made at the lease inception. The Company considers all relevant contractual provisions, including renewal and



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termination options, to determine the term of the lease. Renewal or termination options that are reasonably certain of exercise by the lessee and those controlled by the lessor are included in determining the lease term. The Company considers all relevant facts and circumstances that create an economic incentive to exercise the option. See also Note 8 – Leases.

*Short-Term Leases*

The Company made an accounting policy election not to recognize a right-of-use asset and lease liability for short-term leases with an initial term of 12 months or less, therefore these leases are not recorded on the consolidated balance sheets. Expenses for short-term leases are recognized on a straight-line basis over the lease term under either operating and maintenance expenses or general and administrative expenses in the consolidated statements of operations.

*The Company as a Lessee*

The Company recognizes lease liabilities and right-of-use assets for all operating and finance leases for which it is a lessee at the lease commencement date. Lease liabilities are initially recognized at the present value of the future lease payments during the expected lease term using the interest rate implicit in the lease, if that rate can be determined, or the Company's incremental borrowing rate. Lease liabilities are recorded, according to the payment dates as other current liabilities and other long-term liabilities in the consolidated balance sheets. For any contract considered predominantly a lease, all non-lease components are included in the initial measurement of the lease liability. Finance lease and operating lease liabilities are recorded separately. The right-of-use asset is initially recognized at the amount of the initial measurement of the lease liability, plus any lease payments made at or before the commencement date, less any lease incentives received and any initial direct costs incurred by the Company. Right-of-use assets are recorded as other long-term assets in the consolidated balance sheets. Subsequent to initial recognition, the right-of-use asset is reflected net of amortization. Right-of-use assets are subject to periodic impairment testing as discussed in "Impairment of Long-Lived Assets" below. Costs to get a leased asset to the condition and location necessary for its intended use are capitalized as leasehold improvements.

The Company remeasures its lease liabilities with a corresponding adjustment to the right-of-use asset due to an applicable change in lease payments such as those due to a lease modification not accounted for as a separate contract, certain changes in the expected term of the lease, and certain changes in assessments and contingencies. Subsequent to initial recognition, the operating lease liability is increased for the interest component of the lease liability and reduced by the lease payments made. Operating lease expenses are recognized as a single lease cost on a straight-line basis over the lease term, which includes the interest component of the measurement of the lease liability and amortization of the right-of-use asset. Operating lease expenses are recognized based on the type of leased asset under either operating and maintenance expenses or general and administrative expenses in the consolidated statements of operations.

Finance lease expenses are recognized separately in the consolidated statements of operations, with the interest expense on the lease liability recorded under interest expense and the amortization of the right-of-use asset recorded as based on the type of leased asset under either operating and maintenance expenses or general and administrative expenses.

*The Company as a Lessor*

The Company's contracts with customers contain lease components related to the underlying rigs and equipment, in addition to service components of labor and expertise to operate the rig and equipment. The service component of operating a rig is predominant in the Company's contracts, therefore, the Company accounts for its revenues from contracts with customers as service revenues with a single performance obligation. See "Revenue Recognition" above. See also Note 4 – Revenues.

**Impairment of Long-Lived Assets**

The Company evaluates property and equipment, right-of-use assets and other long-lived assets for impairment whenever events or changes in circumstances indicate the carrying amount of an asset may not be recoverable. Impairment indicators can include changes in the general economic and business environment, industry specific indicators, Company specific factors or conditions related to a specific asset or asset group. An impairment loss on an asset or asset group is recorded when the estimated undiscounted future cash flows expected to result from the use of the asset and its eventual disposition are less than its carrying amount. Any actual impairment loss recognized represents the excess of the asset's carrying value over the estimated fair value.

The Company estimates the fair values of property and equipment, right-of-use assets, deferred costs and other long-lived



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assets to be held and used by applying a combination of income and market approaches, using projected cash flows and estimates of the exchange price that would be received for the assets in the principal or most advantageous market for the assets in an orderly transaction between market participants as of the measurement date. The fair value of the Company's asset groups using the income approach is based on estimated cash flows expected to be realized from the use of the assets. Asset impairment evaluations are, by nature, highly subjective. The critical estimates are significant unobservable inputs, which are based on numerous estimates and assumptions about future operations and market conditions including but not limited to those such as projected rig utilization, dayrates, operating, overhead and major project costs, remaining useful life, salvage value and discount rate as well as cost inflation assumptions. The Company estimates the fair values of assets held for sale based on the expected sale price less estimated costs to sell, which can include significant unobservable inputs. These assumptions are considered non-recurring level 3 fair value measurements.

### **Income Taxes**

Provision for income taxes is based on relevant tax laws and rates in effect in the countries in which the Company operates and earns income or in which the Company is considered resident for income tax purposes. Current income tax expense reflects an estimate of the Company's income tax liability for the current year and includes prior period adjustments and changes in liabilities for uncertain tax positions. Liabilities for uncertain tax positions are recorded as long-term liabilities for tax positions that have been taken that are more likely than not to ultimately be denied upon examination or audit by tax authorities. Any interest and penalties related to uncertain tax positions are included as a component of income tax expense.

Deferred income taxes reflect the "temporary differences" between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for income tax purposes, tax effected by applying the relevant tax rate, based on enacted tax laws and rates applicable to the periods in which the reversal of such differences is expected to affect taxable income. The Company records net deferred tax assets to the extent the assets will more likely than not be realized. In making such determination, all available positive and negative evidence is considered, including scheduled reversals of deferred tax liabilities, projected future taxable income, tax planning strategies and recent financial performance. When necessary, valuation allowances are established to reduce deferred income tax assets to the amount expected to be realized.

The Company is subject to the tax laws, including relevant regulations, treaties and court rulings, of the countries and jurisdictions in which it operates. The provision for income taxes is based upon interpretation of the relevant tax laws in effect at the time the expense was incurred. If the relevant taxing authorities do not agree with the Company's interpretation and application of such laws, or if any such laws are changed retroactively, additional tax may be imposed which could significantly increase the Company's effective tax rate related to its worldwide earnings.

### **Share-Based Compensation**

The Company issues share-based compensation under its 2017 Long-Term Incentive Plan ("2017 LTIP"), generally in the form of nonqualified stock options ("NQSOs") and restricted share units ("RSUs") which may contain a combination of service based, performance based and/or market based vesting conditions. Share-based compensation is recognized in the consolidated statements of operations based on the grant date fair value and the estimated number of options, shares or RSUs that are ultimately expected to vest.

#### *Nonqualified Stock Options*

The Company may grant NQSOs, which are contractual rights to purchase shares in the future at a predetermined price provided the specific vesting condition is met. The Company determines the grant date fair value of its NQSOs with service-based vesting, using the Black-Scholes-Merton model, using inputs and assumptions, including the market price of the shares on the date of grant, the risk-free interest rate, expected volatility and expected dividend yield over the expected term. During the requisite service period, the NQSOs are non-transferable, subject to forfeiture and do not have dividend rights until vested and exercised.

#### *Restricted Share Units*

The Company may grant restricted share units ("RSUs"), which are contractual rights to receive shares in the future provided the specific vesting condition is met. The RSUs granted to employees may be settled in cash in lieu of shares at the Company's sole discretion. During the requisite service period, the RSUs are non-transferable and are subject to forfeiture. The holder receives dividend equivalents but does not have shareholder rights until the shares are issued. The dividend equivalent will be forfeited if the RSUs are forfeited before vesting.





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*Service Based Restricted Share Units*

The service based RSUs granted to key employees typically vest in one-third increments over three years and to non-employee directors typically vest at the end of one year from the grant date, with certain acceleration provisions following a change in control. The fair value is based on the market price of the shares on the grant date.

*Performance and/or Market-Based Restricted Share Units*

The performance and/or market-based RSUs awarded to key employees are subject to the achievement of specified performance goals which may include market conditions such as total shareholder return against a predetermined peer group. The Company determines the grant date fair value of its RSUs with performance and/or market based vesting conditions using the Stochastic or Monte-Carlo valuation technique, prepared by an independent third party, using inputs and assumptions, including the market price of the shares on the date of grant, the risk-free interest rate, expected volatility and expected dividend yield over a period commensurate with the remaining term prior to vesting.

The grant date fair value of the Company's share-based compensation awards that are ultimately expected to vest is recognized as an expense over the applicable vesting period. Share-based compensation expense is recognized on a straight-line basis over the requisite service and performance period, and recorded in general and administrative expenses on the consolidated statements of operations. No income tax benefit was recognized for these awards. The Company has made an accounting policy election to recognize the expense for awards with a service condition and graded vesting features on a straight-line vesting method over the applicable vesting period. Any subsequent changes in the estimated number of shares or RSUs expected to vest will be recorded as cumulative catch-up adjustment to compensation cost in the period in which the change in estimate occurs. For awards with a performance and/or market condition, compensation cost is recognized over the service period regardless of whether the market conditions are ultimately achieved. For awards which vest only after a specific event such as an exit event or initial public offering, compensation expense is recognized upon the occurrence of the event. The Company has made an accounting policy election to account for any forfeitures in compensation expense as they occur.

The Company evaluates any modifications to its stock-based awards and accounts for them in the period of modification based on the appropriate service, performance, and/or market conditions. When the cancellation of an award is accompanied by the concurrent grant of a replacement award, it is accounted for as a modification of the terms of the cancelled award. The Company has made an accounting policy election to pool the costs and expenses of a cancelled award(s) and any concurrent replacement awards and expense them over the remaining vesting period of the replacement award, to the extent that the vesting period of the replacement award exceeds the remaining vesting period of the original award.

**Employee Benefit Plans**

The Company sponsors various employee benefit programs, including shore-based retention plans, defined contribution plans, end of service plans, and a defined benefit plan. See also Note 10 – Employee Benefit Plans.

*Shore-Based Retention Plans*

The Company has various shore-based retention plans for which associated payouts are typically made upon vesting, provided the participant is still employed by the Company. The retention plans consist of awards granted for certain employees that generally vest over a period ranging from one to four years. The Company recognizes these retention plan expenses over the plan's vesting period and accrues a liability for their ultimate payment. Expenses and the corresponding liability are reversed if an employee termination results in the forfeiture of accrued retention payments prior to vesting.

Certain of our Company retention plans are paid in advance of vesting and contain a repayment provision, which requires employees to repay the retention amount if employment is not maintained through the end of the vesting period, with certain exceptions. For retention plans paid in advance, the Company records an asset upon payment which is amortized as retention plan expenses over the vesting period. Expenses are reversed and a receivable from an employee is recorded if an employee termination results in the forfeiture of the retention award.

*Defined Contribution Plans*

The Company sponsors several defined contribution plans for certain employees in various jurisdictions. These plans are



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governed by statutory laws, union agreements and/or Company policy, as appropriate. These plans include various plans under international jurisdictions. These plans include Company matching amounts, based on jurisdiction, and other Company payments, which may be based on job category or years of service. The Company's contributions are expensed as incurred and the Company has no further obligations for these plans.

*End of Service Plans*

The Company offers end of service plans (defined benefit plans) to employees in certain countries in accordance with the labor laws in these countries or Company policies. The Company makes cash payments whenever the departure of an employee triggers the requirement to pay benefits. In certain countries for which management estimates that end of service liabilities are significant, the Company obtains a third party valuation to estimate the end of service benefit liability based on actuarial assumptions that include an employee census and historical data.

*Defined Benefit Plan*

Certain employees are eligible for defined benefits under a Company plan and these benefits are fully vested. The employee's benefit amount is calculated based on the employee's base salary and various other factors, as outlined in the plan. The Company immediately recognizes any gains and losses from this plan and accrues a liability for the ultimate payments. Benefits are paid in a single lump sum cash payment when a participant is no longer employed by the Company.

The plan does not have any assets, nor does the Company intend to fund the plan. Amounts expected to be paid under the defined benefit plan are determined based on actuarial assumptions.

**Debt**

Premiums, discounts and debt issuance costs related to the issuance of term debt are deferred and recorded as an adjustment to the associated debt balance on the consolidated balance sheets. These amounts are amortized to interest expense using the effective interest method through the maturity of the related debt.

Debt issuance costs related to credit facilities, regardless of whether there is any outstanding balance, are recorded under other long-term assets on the consolidated balance sheets and amortized to interest expense on a straight-line basis over the term of the credit facilities.

In the event of early debt extinguishment, any extinguishment costs and unamortized premiums, discounts and debt issuance costs associated with the retired debt are expensed as interest expense and financing charges in the consolidated statements of operations.

**Net Income / (Loss) Per Common Share**

Basic net income / (loss) per common share is calculated by dividing the net income or loss attributable to common shares by the number of weighted average common shares outstanding during the period, excluding contingently forfeitable unvested share-based compensation. The two-class method is used for participating securities, as applicable.

Diluted net income / (loss) per common share adjusts the number of weighted average common shares outstanding in the basic net income / (loss) per common share calculation for the effect of potential future issuances of common stock relating primarily to share-based compensation awards and other potentially dilutive instruments using the treasury stock method.

The dilutive effect of share-based awards using the treasury stock method consists of the total awards to be issued in a future period less an "assumed" buy back of shares. The "assumed" buy back of shares is computed using the average market price of common stock for the relevant period as the price per share and "assumed" proceeds which includes the award's exercise price, if any, and the average unrecognized compensation expense of the award during the period. This calculation can result in a significantly lower dilutive effect than the stock-based awards currently outstanding and/or in certain awards being anti-dilutive. Anti-dilutive awards can become dilutive in future periods based on changes in the average market price of common stock and decreases in the unrecognized compensation costs.

In periods of net losses attributable to common shareholders, all potentially dilutive securities will be anti-dilutive, and



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therefore basic and diluted net income / (loss) per common share will be the same.

**Foreign Currency**

The Company's functional currency is the U.S. dollar. As is customary in the oil and natural gas industry, the majority of the Company's revenues are denominated in U.S. dollars.

A significant amount of the Company's expenditures including interest expense and corporate expenses are denominated in U.S. dollars or are effectively denominated in U.S. dollars, as the payment currency is fixed to the U.S. dollar. However, certain subsidiaries have a significant amount of their operating expenses payable in local currencies. To limit the potential risk of currency fluctuations, when management believes that market conditions are favorable the Company may choose to enter into a series of monthly foreign currency forward contracts as discussed in "Derivative Financial Instruments" below. As such, the Company's exposure to non-U.S. dollar denominated currency exchange rate fluctuations may be limited by such derivatives. All transactions denominated in non-U.S. dollar currencies are recorded in U.S. dollars at the prevailing exchange rate. Realized transaction gains or losses and gains and losses from the remeasurement of assets and liabilities denominated in non-U.S. dollar currencies are reported as other, net in the consolidated statements of operations.

**Derivative Financial Instruments**

The Company's derivative financial instruments consist of foreign currency forward exchange contracts ("forex contracts") and interest rate swaps which the Company may designate as cash flow hedges. Each derivative contract is stated in the consolidated balance sheets at fair value. Derivatives with asset fair values are reported in other current assets or other long-term assets and derivatives with liability fair values are reported in other current liabilities or other long-term liabilities on the consolidated balance sheets, depending on their maturity date.

The Company has documented policies and procedures to monitor and control the use of the derivative instruments. The Company does not engage in derivative transactions for speculative or trading purposes.

Derivative gains and losses are reflected in the consolidated statements of operations except that, to the extent the derivative qualifies for and is designated as an accounting hedge, the gains and losses are reflected in income in the same period as offsetting gains and losses on the qualifying hedged positions. Designated hedges are expected to be highly effective, and therefore, adjustments to record the carrying value of the effective portion of the derivative financial instruments to their fair value are recorded as a component of accumulated other comprehensive income / (loss) ("AOCIL"), in the consolidated balance sheets. These changes in fair value for each designated hedge included in the assessment of hedge effectiveness will remain in AOCIL until it is reclassified into earnings in the period or periods during which the hedged transaction affects earnings or it is determined that the forecast hedged transaction will not occur.

*Foreign Currency Forward Exchange Contracts*

The Company may enter into forex contracts when management believes that market conditions are favorable to purchase such contracts with the expectation that the contracts, when settled, will reduce the exposure to foreign currency gains and losses on future foreign currency expenditures. The amount and duration of these contracts are based on the monthly forecast of expenditures in which the Company conducts significant business and for which there is a financial market. These forward contracts are derivatives and any change in fair value included in the assessment of hedge effectiveness is recognized in AOCIL. The net gains / (losses) on forex contracts reclassified from AOCIL are recorded as operating and maintenance expense.

**Note 3 – Recently Issued and Adopted Accounting Pronouncements**

**Standard Recently Adopted**

In November 2023, the FASB issued ASU No. 2023-07 Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures, which requires enhanced disclosures about significant segment expenses, enhanced interim disclosure requirements, new segment disclosure requirements for entities with a single reportable segment, disclosures about the individual or the group or committee identified as the chief operating decision-maker and contains other disclosure requirements. The ASU is effective for fiscal years beginning after December 15, 2023, and interim periods within fiscal years beginning after December 15,



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2024, with early adoption permitted. The Company has adopted this standard as of January 1, 2024. The adoption of this standard did not have a material effect on the consolidated financial statements of the Company.

**Standards Not Yet Adopted**

In December 2023, the FASB issued ASU No. 2023-09 Income Taxes (Topic 740): Improvements to Income Tax Disclosures, which requires a tabular reconciliation using both percentages and amounts, broken out into specific categories with certain reconciling items at or above 5% of the statutory tax further broken out by nature and/or jurisdiction. This ASU also has disclosure requirements related to income taxes paid (net of refunds received), broken out between federal, state/local and foreign, and amounts paid to an individual jurisdiction when 5% or more of the total income taxes paid. The ASU is effective for fiscal years beginning after December 15, 2024, with early adoption permitted. The Company does not intend to early adopt this standard. The Company is currently reviewing the impact of the adoption on the consolidated financial statements.

In November 2024, the FASB issued ASU No. 2024-03 Income Statement—Reporting Comprehensive Income—Expense Disaggregation Disclosures (Subtopic 220-40), which requires tabular footnote disclosure about specific expenses included in income statement captions that includes (1) purchases of inventory, (2) employee compensation, (3) depreciation, (4) intangible asset amortization and (5) depreciation, depletion, and amortization recognized as part of oil and natural gas producing activities. The standard also requires the total amount of selling expenses and the definition of selling expenses. The ASU is effective for fiscal years beginning after December 15, 2026 and interim reporting periods within annual reporting periods beginning after December 15, 2027, with early adoption permitted. The Company does not intend to early adopt this standard. The Company is currently reviewing the impact of the adoption on the consolidated financial statements.

**Note 4 – Revenues**

As of December 31, 2024, the drilling contract with the longest expected remaining duration, excluding unexercised options, extends through July 2031.

*Lease Revenue*

On October 5, 2022, a subsidiary of the Company signed a bareboat charter agreement with a subsidiary of Noble Corporation (“Noble”) for the Shelf Drilling Barsk. The Noble subsidiary leased the rig from the Company for the remaining term of its drilling contract with Equinor ASA until December 2023. The Company received payments of \$2.0 million per month, which were trueed up at periodic intervals for revenues and expenses per the agreement terms.

The Company accounted for this operating lease and variable lease payments under Accounting Standards Codification (“ASC”) 842 Leases. Lease revenue is recognized over the lease term as use of the asset occurs.

Amounts recorded for lease revenues were as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
Lease revenue <sup>(1)</sup> .....	\$ —	\$ 26.6	\$ 12.1

(1) Recorded in the other revenues in the consolidated statements of operations.

**Contract Liabilities and Deferred Contract Costs**

*Contract Liabilities*

The Company recognizes a contract liability when we invoice an amount which is greater than the revenues allocated to the related performance obligations for goods or services transferred to a customer. Contract liabilities include fees for contract preparation, capital upgrades, mobilization and advance payments from customers for future services which are recorded as other current liabilities and other long-term liabilities, as appropriate, in the consolidated balance sheets.



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Following are the details of the contract liabilities (in millions):

	As of December 31,	
	2024	2023
Current contract liabilities .....	\$ 44.6	\$ 40.5
Non-current contract liabilities .....	11.5	60.0
	\$ 56.1	\$ 100.5

Significant changes in contract liabilities were as follows (in millions):

	Years ended December 31,	
	2024	2023
Balance, beginning of year .....	\$ 100.5	\$ 8.4
Increase due to contractual additions .....	55.3	136.8
Decrease due to amortization of deferred revenue .....	(85.2)	(29.8)
Decrease due to application of customer deposits and other .....	(14.5)	(14.9)
Balance, end of year .....	\$ 56.1	\$ 100.5

Revenues recognized of \$82.7 million and \$4.9 million during the years ended December 31, 2024 and 2023, respectively, were included in the beginning contract liabilities balances. The Company amortized the remaining contract liabilities balance of \$51.0 million related to the modification of contract terms of two drilling contracts during the year ended December 31, 2024.

Expected future amortization of contract liabilities, net recorded as of December 31, 2024 is as follows (in millions):

	As of December 31, 2024
2025 .....	\$ 44.6
2026 .....	10.5
2027 .....	1.0
	\$ 56.1

*Deferred Contract Costs*

The Company's deferred contract costs are mainly related to contract preparation and mobilization costs. Certain non-contractual costs such as regulatory inspections, major equipment overhauls (including rig upgrades), and stacked rig activations are expensed, deferred or capitalized into property and equipment as appropriate and are not included in deferred contract costs.

Following are the details of the deferred contract costs (in millions):

	As of December 31,	
	2024	2023
Current deferred contract costs .....	\$ 47.4	\$ 35.6
Non-current deferred contract costs .....	21.3	42.9
	\$ 68.7	\$ 78.5



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Significant changes in deferred contract costs are as follows (in millions):

	Years ended December 31,	
	2024	2023
Balance, beginning of year .....	\$ 78.5	\$ 32.1
Increase due to contractual additions .....	55.6	76.9
Decrease due to amortization of deferred contract costs .....	(64.7)	(30.5)
Decrease due to impairment of deferred contract costs .....	(0.7)	—
Balance, end of year .....	<u>\$ 68.7</u>	<u>\$ 78.5</u>

The Company amortized the remaining deferred contract costs balance of \$22.4 million related to the modification of contract terms of six drilling contracts during the year ended December 31, 2024. This change in accounting estimate resulted in higher amortization of deferred contract costs in the amount \$16.7 million and lower basic and diluted earnings per share by \$0.07 for the year ended December 31, 2024.

**Allowance for Credit Losses**

Allowance for credit losses was as follows (in millions):

	As of December 31,	
	2024	2023
Allowance for credit losses .....	\$ 7.1	\$ 8.5

Movements in allowance for credit losses were as follows (in millions):

	Years ended December 31,	
	2024	2023
Balance, beginning of year .....	\$ 8.5	\$ 3.8
Provision for credit losses, net .....	2.6	4.7
Write-off of uncollectible amounts .....	(3.7)	—
Foreign exchange and other .....	(0.3)	—
Balance, end of year .....	<u>\$ 7.1</u>	<u>\$ 8.5</u>



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**Note 5 – Net Income / (Loss) Per Common Share**

The computation of basic and diluted net income / (loss) per common share are as follows (in millions, except per share data):

	Years ended December 31,		
	2024	2023	2022
<b>Numerator for net income / (loss) per common share</b>			
Net income / (loss) attributable to controlling interest.....	\$ 81.4	\$ (7.6)	\$ (28.8)
<b>Denominator for net income / (loss) per common share</b>			
Weighted average common shares:			
Weighted average common shares - basic.....	223.1	197.5	157.3
Weighted average common shares - diluted.....	232.6	197.5	157.3
Net income / (loss) per common share - basic.....	\$ 0.36	\$ (0.04)	\$ (0.18)
Net income / (loss) per common share - diluted.....	\$ 0.35	\$ (0.04)	\$ (0.18)
Excluded anti-dilutive common shares.....	—	11.2	8.6

In February 2024, the Company granted service and market based restricted stock units which are included in the diluted weighted average common shares.

**Note 6 – Property and Equipment**

Property and equipment consisted of the following (in millions):

	As of December 31,	
	2024	2023
Rigs and equipment.....	\$ 1,994.6	\$ 2,041.9
Construction in progress.....	29.1	43.7
Spares.....	88.3	70.3
Land and building.....	2.2	2.2
Other.....	15.0	18.7
Total property and equipment.....	2,129.2	2,176.8
Less: Accumulated depreciation.....	704.5	689.7
Total property and equipment, net.....	<u>\$ 1,424.7</u>	<u>\$ 1,487.1</u>

The net carrying amount of rigs and equipment includes the Shelf Drilling Barsk which was under the bareboat charter agreement until December 2023. See Note 4 – Revenues for additional details. The carrying value and accumulated depreciation of this rig was as follows (in millions):

	As of December 31, 2023
Carrying value.....	\$ 171.1
Less: Accumulated depreciation.....	8.3
Net carrying value.....	<u>\$ 162.8</u>



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**Useful Lives of Property and Equipment**

On January 1, 2024, the Company had a change in accounting estimate, which resulted in a change in the useful lives of nine rigs. As a result, depreciation for the year ended December 31, 2024 will be less than it would have been without this change in accounting estimate. During the year ended December 31, 2024, the change in accounting estimate resulted in a \$4.3 million lower depreciation on drilling rigs and equipment with an immaterial impact on basic and diluted earnings per share.

**Capital Expenditures**

Amounts recorded for capital expenditures were as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
Capital expenditures .....	\$ 51.3	\$ 97.3	\$ 511.6

During the year ended December 31, 2022, the capital expenditures included \$417.7 million related to the acquisition of five jack-up rigs from various subsidiaries of Noble (“Acquisition”) and \$58.1 million related to the purchase and rig readiness project for the Shelf Drilling Victory.

**Rig Acquisitions**

On June 17, 2022, the Company entered into an asset purchase agreement to acquire one premium jack-up drilling rig from a third party for \$30.0 million and the rig was delivered in July 2022.

On June 23, 2022, the Company entered into an agreement for the Acquisition. The Company raised net equity of \$48.1 million in June 2022 for the Acquisition. SDHL further contributed \$40.0 million in June 2022, \$10.0 million in September 2022 and \$70.0 million in October 2022 for a total of \$120.0 million, prior to the completion of the Acquisition, into Shelf Drilling (North Sea), Ltd (“SDNS”).

SDNS was initially a wholly-owned subsidiary of the Company. On October 3, 2022, SDNS completed a private placement of common shares for gross proceeds of \$80.0 million and equity issuance costs of \$4.7 million resulting in net proceeds of \$75.3 million. As of October 3, 2022, SDNS was owned 60% by the Company and 40% by external investors. SDNS used equity proceeds along with new debt to fund the completion of the Acquisition on October 5, 2022. Since October 12, 2022, SDNS shares are listed on Euronext Growth Oslo under the ticker symbol SDNS. On October 11, 2024, SDL acquired the remaining 40% of SDNS shares. See Note 13 – Equity for details.

In accordance with ASC 805 Business Combination, we determined substantially all of the fair value of the Acquisition was concentrated in the acquired jack-up rigs and therefore we accounted for the transaction as an asset acquisition. The Company used an independent third party expert to determine the fair value of the assets acquired and liabilities assumed. The Company also incurred transaction costs of \$0.6 million which were capitalized as an additional component of the cost of the assets and liabilities assumed.

The Company estimated the fair values of the jack-up rigs and the intangible liability by applying the income approach. The income approach is based on estimated projected cash flows expected to be realized from the use of the assets and the difference between the contracted and the market dayrates, at the date of the Acquisition, for the intangible liability. Fair value evaluations are, by nature, highly subjective. The critical estimates are significant unobservable inputs, which are based on numerous estimates and assumptions about future operations and market conditions including but not limited to those such as projected rig utilization, dayrates, operating, overhead and major project costs, remaining useful life, salvage value and discount rates as well as inflation assumptions. The Company used rig utilization rates ranging from 90% to 98%, discount rate of 15% and dayrates ranging from slightly below \$70 thousand to slightly above \$400 thousand in determining the fair value. The Company estimated the fair values using significant unobservable inputs. These assumptions are considered non-recurring level 3 fair value measurements.





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The following table presents the total cost of the acquisition and the allocation to assets and liabilities acquired based upon their relative fair value (in millions):

	<b>As of October 5, 2022</b>
Total consideration .....	\$ 375.0
<b>Assets acquired and liabilities assumed</b>	
Jack-up rigs <sup>(1)</sup> .....	\$ 417.7
Intangible liability, current <sup>(2)</sup> .....	(7.7)
Intangible liability, non-current <sup>(2)</sup> .....	(35.4)
Deferred tax asset .....	2.5
Deferred tax liability .....	(2.1)
Net assets acquired .....	\$ 375.0

(1) Recorded in property and equipment on the consolidated balance sheets.

(2) See Note 7 – Intangible Liability for details.

**Disposal of Assets**

Disposal of assets were as follows (in millions):

	<b>Years ended December 31,</b>		
	<b>2024</b>	<b>2023</b>	<b>2022</b>
Net carrying value .....	\$ 21.5	\$ 3.3	\$ 5.1
Net proceeds .....	\$ 59.3	\$ 1.2	\$ 1.8
(Gain) / loss on disposal of assets .....	\$ (37.8)	\$ 2.1	\$ 3.3

During the year ended December 31, 2024, the Company sold the Baltic rig with a carrying value of \$11.9 million for total net proceeds of \$56.8 million and recognized a gain on disposal of asset of \$44.9 million.

**Assets Held for Sale**

As of December 31, 2024, the Main Pass I was recorded as asset held for sale. In December 2024, the Company entered into an agreement to sell the Main Pass I rig with a carrying value of \$6.6 million. The Company received proceeds of \$1.1 million in December 2024 and the remaining net proceeds of \$7.9 million at the completion of transaction in the first quarter of 2025.

**Trident VIII Incident**

In April 2024, the Trident VIII rig suffered structural leg damage while it was under contract in West Africa. As of December 31, 2024, the Company recorded an impairment loss of \$7.0 million, which included \$4.1 million of deferred contract costs, \$2.6 million of property and equipment and \$0.3 million of prepaid assets. The impairment loss was offset by a gain on insurance recovery and insurance proceeds receivable of \$7.0 million. The Company transferred \$12.6 million related to this incident from operating and maintenance to insurance proceeds receivable as of December 31, 2024. On October 23, 2024, a \$50.5 million settlement and release agreement was signed with the insurance underwriters declaring the Trident VIII rig a total loss resulting in a gain on insurance recovery of \$30.9 million. As of December 31, 2024 the Company has received cash proceeds of \$44.0 million from the insurance underwriters and has an insurance receivable balance of \$6.5 million.

In December 2024, the Company entered into an agreement to sell the rig for total proceeds of up to \$1.9 million. The Company received cash proceeds \$0.5 million in December 2024 and the remaining amount is expected at the completion of the transaction in the first quarter of 2025.



**SHELF DRILLING, LTD.**  
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**Impairment Loss**

During the year ended December 31, 2024, the Company recorded an impairment loss of \$3.9 million, which primarily related to an impairment loss of \$3.7 million for one rig. This impairment loss related to the impairment of the Company's property and equipment of \$13.9 million, current deferred costs of \$1.0 million and non-current deferred costs of \$1.8 million. This impairment was due to softening of demand for rigs in certain jurisdictions. The fair value of the rig was determined based on the market approach by considering recent rig sales by the Company and other market participants. Significant unobservable inputs included exchange price and transaction costs to sell the rig in the principal or most advantageous market.

**Note 7 – Intangible Liability**

Following are the details of the intangible liability (in millions):

	As of December 31,	
	2024	2023
Intangible liability <sup>(1)</sup> .....	\$ 8.5	\$ 21.3

(1) Recorded in other long-term liabilities on the consolidated balance sheets.

The gross carrying amount and the accumulated amortization of intangible liability are as follows (in millions):

	As of December 31, 2024		
	Gross carrying amount	Accumulated amortization	Net carrying amount
Balance, beginning of year .....	\$ 43.1	\$ (21.8)	\$ 21.3
Amortization .....	—	(12.8)	(12.8)
Balance, end of year .....	\$ 43.1	\$ (34.6)	\$ 8.5

	As of December 31, 2023		
	Gross carrying amount	Accumulated amortization	Net carrying amount
Balance, beginning of year .....	\$ 43.1	\$ (7.6)	\$ 35.5
Amortization .....	—	(14.2)	(14.2)
Balance, end of year .....	\$ 43.1	\$ (21.8)	\$ 21.3

The estimated future amortization of the intangible liability is as follows (in millions):

	As of December 31, 2024
2025 .....	\$ 7.5
2026 .....	1.0
	\$ 8.5

Weighted average life (in years) .....	1.0
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Amounts recorded for amortization of intangible liability were as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
Amortization of intangible liability <sup>(1)</sup> .....	\$ 12.8	\$ 14.2	\$ 7.6

(1) Recorded in the operating revenues in the consolidated statements of operations.

**Note 8 – Leases**

The Company has operating lease agreements principally for offices and yard space, employee accommodations, vehicles and rig and office equipment with either cancellable or non-cancellable lease terms. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The leases typically are for periods ranging from one to five years and are spread across multiple geographical locations where the Company operates. Most leases include extension and/or termination options, where the exercise of the lease renewal options is at the Company’s discretion. Certain lease agreements include payments that are adjusted periodically for inflation. The Company’s lease agreements do not contain any material residual value guarantees or material restrictive covenants.

As of December 31, 2024 and 2023, the Company did not have any finance leases.

**Operating Right-of-Use Assets and Operating Lease Liabilities**

Right-of-use assets and lease liabilities are as follows (in millions):

	As of December 31,	
	2024	2023
Right-of-use assets		
Other long-term assets .....	\$ 12.5	\$ 11.4
Lease liabilities		
Other current liabilities .....	\$ 4.2	\$ 7.3
Other long-term liabilities .....	1.9	4.5
	<u>\$ 6.1</u>	<u>\$ 11.8</u>

**Lease Expense**

Amounts recorded for lease expense were as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
Operating lease expense .....	\$ 9.1	\$ 8.3	\$ 6.6
Short-term lease expense .....	9.5	8.8	9.2
Total lease expense .....	<u>\$ 18.6</u>	<u>\$ 17.1</u>	<u>\$ 15.8</u>



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Following is the summary of the maturity of lease liabilities as of December 31, 2024 (in millions):

	<b>As of December 31, 2024</b>
2025 .....	\$ 4.5
2026 .....	1.5
2027 .....	0.5
2028 .....	0.1
2029 and thereafter .....	—
Total lease payments .....	6.6
Less: Interest .....	0.5
Present value of lease liabilities .....	<u>\$ 6.1</u>

The weighted-average remaining lease term and weighted average discount rate for operating lease right-of-use assets are as follows:

	<b>As of December 31,</b>	
	<b>2024</b>	<b>2023</b>
Weighted-average remaining lease term (years) .....	1.9	2.3
Weighted-average discount rate .....	9.5%	8.7%

Cash paid for amounts included in the measurement of lease liabilities (in millions):

	<b>Years ended December 31,</b>		
	<b>2024</b>	<b>2023</b>	<b>2022</b>
Lease payments .....	\$ 15.6	\$ 9.4	\$ 8.9



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**Note 9 – Debt**

The principal amounts and carrying values of debt are as follows (in millions):

	As of December 31,	
	2024	2023
<b>10.25% senior secured notes, due October 2025</b>		
Principal amount .....	\$ —	\$ 243.8
Unamortized debt issuance costs .....	—	(2.9)
Unamortized discount .....	—	(4.6)
Carrying value .....	—	236.3
<b>Term loan, due March 2025</b>		
Principal amount .....	25.0	33.3
Unamortized debt issuance costs .....	—	(0.6)
Unamortized discount .....	(0.1)	—
Carrying value .....	24.9	32.7
<b>9.625% senior secured notes, due April 2029</b>		
Principal amount .....	1,057.5	1,095.0
Unamortized debt issuance costs .....	(15.9)	(19.4)
Unamortized discount .....	(15.7)	(19.2)
Carrying value .....	1,025.9	1,056.4
<b>9.875% senior secured bonds, due November 2028</b>		
Principal amount .....	315.0	—
Unamortized debt issuance costs .....	(4.6)	—
Unamortized discount .....	(4.5)	—
Carrying value .....	305.9	—
<b>Total carrying value .....</b>	<b>1,356.7</b>	<b>1,325.4</b>
<b>Less: Current maturities of long-term debt</b>		
10.25% senior secured notes, due October 2025 .....	—	12.5
Term loan, due March 2025 .....	24.9	32.7
9.625% senior secured notes, due April 2029 .....	75.0	37.5
9.875% senior secured bonds, due November 2028 .....	20.0	—
	119.9	82.7
<b>Total long-term debt .....</b>	<b>\$ 1,236.8</b>	<b>\$ 1,242.7</b>



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Following is a summary of scheduled debt principal payments by year (in millions):

	<b>As of December 31, 2024</b>
Years ending December 31,	
2025 .....	\$ 120.0
2026 .....	95.0
2027 .....	95.0
2028 .....	330.0
2029 .....	757.5
Total .....	\$ 1,397.5

**8.25% Senior Unsecured Notes, due February 2025**

On February 7, 2018, SDHL completed the issuance of \$600.0 million of new 8.25% senior unsecured notes due February 15, 2025 (“8.25% Senior Unsecured Notes”) issued at par. SDHL received net proceeds of \$589.3 million, after deduction of \$10.7 million of fees and expenses which were recorded as debt issuance costs and amortized over the life of the debt. On June 19, 2018, SDHL completed the issuance of an additional \$300.0 million of 8.25% Senior Unsecured Notes at an issue price of 101% for total gross proceeds of \$303.0 million, including a \$3.0 million premium. SDHL received net proceeds of \$297.2 million, after the deduction of \$5.8 million of fees and expenses which were recorded as debt issuance costs and amortized over the life of the debt.

Interest on the 8.25% Senior Unsecured Notes accrued at a rate of 8.25% per year and was payable semi-annually in arrears on February 15 and August 15 of each year. The effective interest rate on the 8.25% Senior Unsecured Notes was 8.54%.

On September 26, 2023, SDHL launched a cash tender offer to purchase any and all of the outstanding \$900.0 million 8.25% Senior Unsecured Notes and in parallel issued a notice for conditional full redemption of all of the 8.25% Senior Unsecured Notes outstanding following the settlement of the tender offer. The Company made payments of \$605.2 million (in connection with the tender offer) and \$294.8 million (in connection with the redemption), excluding accrued and unpaid interest and redemption premium, on October 13, 2023 and October 26, 2023, respectively, to repay the entire outstanding 8.25% Senior Unsecured Notes.

Loss on debt extinguishment of \$22.9 million was recorded as interest expense and finance charges in the consolidated statement of operations which included redemption premium of \$18.6 million, unamortized debt issuance costs of \$3.9 million, unamortized premium of \$0.7 million and transaction costs of \$1.1 million.

**8.875% Senior Secured First Lien Notes, due November 2024**

On March 26, 2021, SDHL completed the issuance through a private offering of \$310.0 million aggregate principal amount of new 8.875% senior secured first lien notes, due November 15, 2024 (“8.875% Senior Secured Notes”) issued at 98.082% for total gross proceeds of \$304.1 million, including a \$5.9 million discount. SDHL recorded \$7.0 million of fees and expenses as debt issuance costs, which were amortized over the life of the debt. The resulting \$297.1 million net proceeds were used to repay and terminate the SDHL Revolver, cash collateralize bank guarantees issued under the SDHL Revolver, redeem and repurchase all of the outstanding 8.75% Senior Secured Notes and for general corporate purposes.

The obligations under the 8.875% Senior Secured Notes were guaranteed by SDL and the majority of the Company’s subsidiaries that guarantee the obligations under the 8.25% Senior Unsecured Notes and were secured by a first-priority lien on substantially all of the assets of the Company and the subsidiary guarantors.

Interest on the 8.875% Senior Secured Notes accrued from March 26, 2021 at a rate of 8.875% and was payable semi-annually in arrears beginning on November 15, 2021 and on May 15 and November 15 of each year thereafter. The effective interest rate on the 8.875% Senior Secured Notes was 10.28%.

On September 26, 2023, SDHL launched a cash tender offer to purchase any and all of the outstanding \$310.0 million 8.875% Senior Secured Notes and in parallel issued a notice for conditional full redemption of all of the 8.875% Senior Secured Notes outstanding following the settlement of the tender offer. The Company made payments of \$217.2 million (in connection with the



**SHELF DRILLING, LTD.**  
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tender offer) and \$92.8 million (in connection with the redemption), excluding accrued and unpaid interest, on October 13, 2023 and October 26, 2023, respectively, to repay the entire outstanding principal amount of the 8.875% Senior Secured Notes.

Loss on debt extinguishment of \$4.8 million was recorded as interest expense and finance charges in the consolidated statements of operations which included unamortized debt issuance costs of \$2.4 million, unamortized discount of \$2.0 million and transaction costs of \$0.4 million.

**10.25% Senior Secured Notes, due October 2025**

On September 26, 2022, Shelf Drilling (North Sea) Holdings, Ltd. ("SDNSH"), an indirect wholly-owned subsidiary of SDNS, completed the issuance of \$250.0 million aggregate principal amount of new 10.25% senior secured notes due October 31, 2025 ("10.25% Senior Secured Notes") issued at 97.0% for total proceeds of \$242.5 million, after deduction of \$7.5 million discount. The debt proceeds were used to partially finance the Acquisition (see Note 6 – Property and Equipment). SDNS recorded \$4.7 million additional fees and expenses as debt issuance costs. The debt issuance discount and costs were amortized over the life of the debt using the effective interest method.

Interest on the 10.25% Senior Secured Notes was paid semi-annually in cash in arrears on April 30 and October 31 of each year, commencing on April 30, 2023. The 10.25% Senior Secured Notes required 5% per annum principal payments based on the initial aggregate principal amount; payments were made semi-annually, beginning on October 31, 2023 and continued on each interest payment date thereafter. The effective interest rate on the 10.25% Senior Secured Notes was 12.26%.

On April 22, 2024, SDNSH submitted a redemption notice for the 10.25% Senior Secured Notes. On May 22, 2024, the Company made payments of \$237.5 million for principal, \$3.6 million redemption premium and \$1.5 million of accrued interest to fully settle the 10.25% Senior Secured Notes.

Loss on debt extinguishment of \$9.6 million was recorded as interest expense and financing charges in the consolidated statements of operations for the year ended December 31, 2024 which included redemption premium of \$3.6 million, unamortized debt issuance costs of \$2.2 million, unamortized discount of \$3.7 million and transaction costs of \$0.1 million.

**Term Loan, due March 2025**

On September 28, 2023, SDHL entered into a \$50.0 million term loan facility, ("Term Loan"), with Goldman Sachs Bank USA which, following the satisfaction of customary conditions precedent, became available for drawing on October 13, 2023 and was completely drawn the same day. The term loan facility was issued under an agreement with Goldman Sachs Bank USA as lender and Wilmington Trust (London) Limited as agent and security agent. The Term Loan is fully and unconditionally guaranteed, on a senior unsecured basis, by the Company. Subject to certain guarantee and security principles, the Term Loan is fully and unconditionally, jointly and severally guaranteed on a senior secured basis by SDHL and the majority of its subsidiaries, which will also grant security over substantially all of their assets in favor of the creditors under the Term Loan. The Term Loan is subject to customary covenant restrictions such as those related to debt incurrence, dividend and other restricted payments, assets sales, incurring liens, transactions with affiliates, mergers and consolidations etc.

The Term Loan repayment schedule originally required payments equal to 33.33% of the aggregate loan on December 30, 2023, 33.33% of the aggregate loan on March 31, 2024 and the remaining outstanding balance on June 30, 2024. In accordance with the original repayment schedule, a payment of \$16.7 million was made in December 2023. The Term Loan was originally scheduled to mature on June 30, 2024.

On March 22, 2024, the Company executed an amendment that extended the term loan's maturity date from June 30, 2024, to December 31, 2024. The amendment required a principal payment of \$8.3 million which was made in March 2024 and the remaining outstanding balance of \$25.0 million on December 31, 2024. On December 30, 2024, another amendment further extended the maturity of the remaining \$25.0 million to March 31, 2025.

Debt issuance costs for the Term Loan were \$1.1 million. As of December 31, 2024, \$0.4 million of costs related to the modifications were capitalized as unamortized discount and \$0.2 million were expensed in the general and administrative expenses line item. The effective interest rate on the Term Loan is 8.69%. Interest is payable depending on the interest period selected by the Company and is calculated as follows:



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1. The term secured overnight financing rate administrated by the CME Group Benchmark Administration; plus
2. Margin rate that is based on the consolidated net leverage ratio for the most recent quarter after the first complete financial quarter after closing of the Term Loan as follows:

<b>Consolidated net leverage ratio</b>	<b>Margin per annum</b>
Greater than 3.50:1 .....	3.00 %
Equal to or less than 3.50:1 but greater than 3.00:1 .....	2.75 %
Equal to or less than 3.00:1 but greater than 2.50:1 .....	2.50 %
Equal to or less than 2.50:1 .....	2.25 %

The consolidated net leverage ratio according to the amendment is shown below:

<b>Period ending</b>	<b>Ratio</b>
December 31, 2023 .....	4.50:1.00
March 31, 2024 .....	4.25:1.00
June 30, 2024 .....	3.75:1.00
September 30, 2024 .....	3.75:1.00
December 31, 2024 .....	3.75:1.00

**Credit Facility, due April 2028**

On September 28, 2023, SDHL entered into a \$125.0 million revolving credit facility, (“Credit Facility”), which, following the satisfaction of customary conditions precedent, became available for drawing on October 13, 2023. The Credit Facility can be utilized by way of cash drawings or, subject to the satisfaction of contractual conditions set forth in the underlying credit agreement, may be utilized by way of the issuance of letters of credit and/or bank guarantees or via ancillary facilities. All borrowings under the Credit Facility mature on April 12, 2028. Subject to customary break costs (if any), the facility is cancellable by SDHL at any time with no penalty or premium. The Credit Facility is fully and unconditionally guaranteed, on a senior unsecured basis, by the Company. Subject to certain guarantee and security principles, the Credit Facility is fully and unconditionally, jointly and severally guaranteed on a senior secured basis by SDHL and the majority of its subsidiaries, which will also grant security over substantially all of their assets in favor of the creditors under the Credit Facility. The Credit Facility is subject to customary covenant restrictions such as those related to debt incurrence, dividend and other restricted payments, assets sales, incurring liens, transactions with affiliates, mergers and consolidations etc.

On March 1, 2024, the Company executed an agreement that increased the total credit facility (“Credit Facility”) size from \$125.0 million to \$150.0 million. In April 2024, the Company drew \$25.0 million from the Credit Facility which was subsequently paid in May 2024.

Debt issuance costs of \$3.1 million were recorded in other long-term assets in the consolidated balance sheets. As of December 31, 2024, debt issuance costs of \$1.3 million related to the increase in Credit Facility size from \$125.0 million to \$150.0 million was recorded in other long-term assets.

The Credit Facility is also subject to financial covenants which are:

1. Effective as of June 30, 2024, the consolidated net leverage ratio should not exceed 3.75:1.00.
2. Effective as of June 30, 2024, the market value of the collateral rigs shall not be less than 200% of total commitments.
3. Effective December 31, 2023, the liquidity should not be less than \$50.0 million.





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Interest is payable on the Credit Facility as follows:

1. The term secured overnight financing rate administered by the CME Group Benchmark Administration; plus
2. Margin rate that is based on the consolidated net leverage ratio for the most recent quarter after the first complete financial quarter after closing of the Credit Facility as follows:

<b>Consolidated net leverage ratio</b>	<b>Margin per annum</b>
Greater than 3.50:1	3.25 %
Equal to or less than 3.50:1 but greater than 3.00:1	3.00 %
Equal to or less than 3.00:1 but greater than 2.50:1	2.75 %
Equal to or less than 2.50:1	2.50 %

**9.625% Senior Secured Notes, due April 2029**

On October 13, 2023, SDHL completed the issuance of \$1,095.0 million aggregate principal amount of 9.625% senior secured notes, due April 15, 2029 (“9.625% Senior Secured Notes”). The 9.625% Senior Secured Notes were issued under an indenture among SDHL and Wilmington Trust, National Association, as trustee and Wilmington Trust (London) Limited, as security agent. The 9.625% Senior Secured Notes are guaranteed, on a senior unsecured basis, by the Company. Subject to certain agreed security principles and other exceptions, within 90 days of the date of issuance of the 9.625% Senior Secured Notes, the 9.625% Senior Secured Notes are jointly and severally guaranteed on a senior basis by the majority of SDHL’s subsidiaries (“Guarantors”), and secured on a first-priority basis on rigs (other than certain excluded rigs), capital stock of SDHL and Guarantors, and substantially all other assets of SDHL and the Guarantors. The indenture includes customary covenant restrictions such as those related to debt incurrence, dividend and other restricted payments, assets sales, incurring liens, transactions with affiliates, mergers and consolidations etc.

The 9.625% Senior Secured Notes were issued at 98.184% for a discount of \$19.9 million. Debt issuance costs were \$20.3 million resulting in net proceeds of \$1,054.8 million. Interest on the 9.625% Senior Secured Notes is paid semi-annually in cash in arrears on April 15 and October 15 of each year, commencing on April 15, 2024. The effective interest rate on the 9.625% Senior Secured Notes is 10.65%.

The 9.625% Senior Secured Notes require \$37.5 million principal payment on April 15 and October 15 of each year, commencing on October 15, 2024. Any redemptions are subject to accrued and unpaid interest. Prior to October 15, 2025, SDHL may redeem all or portion of the 9.625% Senior Secured Notes at a redemption price equal to 100% of the principal amount of such notes plus accrued and unpaid interest and additional amounts, if any, to, but excluding, the date of redemption, plus the applicable “make-whole” premium. Also, prior to October 15, 2025, SDHL may in each twelve month period commencing on the issue date redeem up to 10% of the aggregate principal amount of the 9.625% Senior Secured Notes at a redemption price equal to 103%. Additionally, prior to October 15, 2025, SDHL may redeem up to 40% of the aggregate principal amount of the 9.625% Senior Secured Notes with net cash proceeds from equity offerings at a redemption price equal to 109.625% (provided that at least 50% of the original aggregate principal amount of the 9.625% Senior Secured Notes (including any additional notes) remains outstanding after such redemption. On or after October 15, 2025, SDHL may redeem, in whole or in part, the 9.625% Senior Secured Notes as follows:

<b>Period</b>	<b>Redemption Price</b>
On and after October 15, 2025	104.813 %
On and after October 15, 2026	102.406 %
On and after October 15, 2027	100.000 %

**9.875% Senior Secured Bonds, due November 2028**

On May 22, 2024, SDNSH completed the issuance of \$315.0 million aggregate principal amount of 9.875% senior secured bonds, due November 2028 (“9.875% Senior Secured Bonds”). The 9.875% Senior Secured Bonds were issued under a bond terms agreement among SDNSH and Nordic Trustee AS, as bond trustee and security agent. The 9.875% Senior Secured Bonds are guaranteed by SDL, Shelf Drilling (North Sea), Ltd., Shelf Drilling (North Sea) Intermediate, Ltd. (a subsidiary of Shelf Drilling



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(North Sea), Ltd.), rig owning entities and charter entities. The 9.875% Senior Secured Bonds are secured by substantially all the assets of SDNS. The bond terms agreement includes customary covenant restrictions such as those related to debt incurrence, dividend and other restricted payments, assets sales, incurring liens, transactions with affiliates, mergers and consolidations. SDNS is subject to the following financial covenants at all times:

1. Cash and cash equivalents of no less than \$15.0 million; and
2. Minimum 40% ratio of total equity to total assets after adjusting for differences between the market value and book value of collateral rigs.

The 9.875% Senior Secured Bonds were issued at 98.35% for a discount of \$5.2 million. Debt issuance costs were \$5.3 million, resulting in net proceeds of \$304.5 million.

Interest on the 9.875% Senior Secured Bonds is paid semi-annually in May and November of each year, beginning in November 2024. The effective interest rate on the 9.875% Senior Secured Bonds is 10.93%. Principal amounts of \$10.0 million will be paid semi-annually in May and November of each year, beginning in May 2025.

The bond terms agreement contains mandatory redemption provisions due to sale or total loss of SDNS rigs. SDNSH may voluntarily redeem all or part of the 9.875% Senior Secured Bonds on any business day from and including:

1. the issue date to, but not including, the interest payment date falling 24 months after the issue date at a price equal to the make whole amount (as specified in the bond terms agreement);
2. the interest payment date falling on or after 24 months after the issue date to, but not including, the interest payment date falling 30 months after the issue date at a price equal to 104.938% of the nominal amount;
3. the interest payment date falling on or after 30 months after the issue date to, but not including, the interest payment date falling 36 months after the issue date, at a price equal to 102.469% of the nominal amount;
4. the interest payment date falling on or after 36 months after the issue date to, but not including, the interest payment date falling 42 months after the issue date, at a price equal to 101.0% of the nominal amount; and
5. the interest payment date falling on or after 42 months after the issue date to, but not including, the maturity date, at a price equal to 100.0% of the nominal amount.

**Terms Common to All Indebtedness**

Our outstanding debt has cross default provisions which would be triggered by an event of default exceeding certain amounts.

The outstanding debt has covenants that, among other things, limit the following:

- Incur or guarantee additional indebtedness or issue certain preferred shares;
- Pay dividends or make other distributions on, or redeem or repurchase, any equity interests;
- Make other restricted payments;
- Make certain acquisitions or investments;
- Create or incur liens;
- Transfer or sell assets;
- Incur restrictions on the payments of dividends or other distributions from restricted subsidiaries;
- Enter into certain transactions with affiliates; and
- Consummate a merger or consolidation or sell, assign, transfer, lease or otherwise dispose of all or substantially all of the Company's assets or certain subsidiaries' assets.



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The outstanding debt also contain standard events of default. The Company was in compliance with all covenants of its debt agreements as of December 31, 2024.

**Note 10 – Employee Benefit Plans**

**Shore-Based Retention Plans**

The Company recorded \$7.4 million, \$8.4 million and \$8.4 million expense for shore-based retention plans for the years ended December 31, 2024, 2023 and 2022, respectively. The total cash payments under these retention plans are expected to be \$6.6 million during 2025. The Company recorded obligations of \$6.1 million and \$2.7 million in other current liabilities and other long-term liabilities, respectively on the consolidated balance sheet as of December 31, 2024. The Company recorded obligations for these plans of \$4.8 million and \$3.2 million in other current liabilities and long-term liabilities, respectively, and assets for retention plans paid in advance of \$1.4 million on the consolidated balance sheet as of December 31, 2023.

In May 2021, the Company granted a new cash retention bonus plan for certain employees for a total of \$9.0 million, which was expensed over the vesting period through June 30, 2024. The total amount of \$9.0 million was paid during the year ended December 31, 2021. The plan had a repayment provision, which required employees to repay the retention amount if employment was not maintained through the end of the vesting period, with certain exceptions.

**Defined Contribution Plans**

The Company recorded \$11.3 million, \$9.6 million and \$7.0 million expense for defined contribution plans for the years ended December 31, 2024, 2023 and 2022, respectively.

**End of Service Plans**

The Company recorded \$5.6 million, \$3.7 million and \$3.6 million in expenses for employee end of service plans (defined benefit plans) for the years ended December 31, 2024, 2023 and 2022, respectively.

The Company recorded obligations for these plans of \$4.3 million and 13.2 million in other current liabilities and other long-term liabilities, respectively on the consolidated balance sheet as of December 31, 2024. The Company recorded obligations of \$1.7 million and \$16.0 million in other current liabilities and other long-term liabilities, respectively, on the consolidated balance sheet as of December 31, 2023.

The assumptions used in the calculation of employee end of service plans are as follows:

	<b>Years ended December 31,</b>		
	<b>2024</b>	<b>2023</b>	<b>2022</b>
Discount rate .....			
Low .....	2.6 %	2.7 %	3.9 %
High .....	25.0 %	25.1 %	19.2 %
Range of annual rate of compensation increase .....			
Low .....	0.0 %	1.0 %	1.0 %
High .....	15.0 %	30.0 %	15.0 %

**Defined Benefit Plan**

The Company recorded an immaterial amount, an expense of \$0.1 million and a gain of \$0.2 million in other, net in the consolidated statements of operations related to its defined benefit plan for the years ended December 31, 2024, 2023 and 2022, respectively. The discount rates used in the analyses were 5.3%, 4.8% and 5.1% for the years ended December 31, 2024, 2023 and 2022, respectively. The Company recorded obligations for these plans of \$0.3 million and \$0.8 million in other current liabilities and other long-term liabilities, respectively, on the consolidated balance sheet as of December 31, 2024. The Company recorded



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obligations of \$0.4 million and \$0.9 million in other current liabilities and other long-term liabilities, respectively, on the consolidated balance sheet as of December 31, 2023.

**Note 11 – Fair Value of Financial Instruments**

The carrying amounts of the Company’s financial instruments, which include cash and cash equivalents, accounts receivable, restricted cash, accounts payable, accrued liabilities, operating lease liabilities and short-term debt, approximate their fair market values due to the short-term duration and/or the nature of the instruments.

The following table represents the carrying value and fair value of debt and money market funds (in millions):

	As of		As of	
	December 31, 2024		December 31, 2023	
	Carrying value	Estimated fair value	Carrying value	Estimated fair value
10.25% senior secured notes, due October 2025.....	\$ —	\$ —	\$ 236.3	\$ 243.9
9.625% senior secured notes, due April 2029 .....	\$ 1,025.9	\$ 893.7	\$ 1,056.4	\$ 1,071.7
9.875% senior secured bonds, due November 2028 .....	\$ 305.9	\$ 309.8	\$ —	\$ —
Money market funds .....	\$ 15.3	\$ 15.3	\$ —	\$ —

The estimated fair value of the debt and money market funds was determined using quoted market prices or Level 1 inputs.

**Note 12 – Commitments and Contingencies**

**Legal Proceedings**

The Company is involved in various claims and lawsuits in the normal course of business. The Company does not believe that the resolution of these legal proceedings will have a material adverse impact on its financial condition, results of operations, or cash flows.

**Insurance**

The Company’s hull and machinery, property, cargo and equipment and liability insurance consists of commercial market policies that the Company renews annually. The Company periodically evaluates its risks, insurance limits and self-insured retentions. As of December 31, 2024, the insured value of the Company’s fleet was \$2.6 billion.

*Hull and Machinery Coverage*

As of December 31, 2024, under the Company’s hull and machinery insurance policies, the Company maintained a \$5.0 million deductible per occurrence, with no deductible in the event of loss greater than 75% of the insured value of the rig. The policies include \$100.0 million coverage for liabilities (onshore and/or offshore) and \$50.0 million coverage for property, equipment and cargo. The hull and machinery policy also covers war risk, which is cancellable either immediately or with 7 days’ notice by the underwriters in certain circumstances. To protect against this cancellation risk, the Company also insures, through commercial market policies, a political risks policy covering acts of war and terrorism with a \$250,000 deductible per occurrence (an additional \$2.8 million in certain countries) and a limit of \$200.0 million.

As of December 31, 2024, the Company also carried \$100.0 million of additional insurance per occurrence that generally covered expenses that would otherwise be assumed by the well owner, such as costs to control the well, re-drill expenses and pollution from the well. This additional insurance provides coverage for such expenses in circumstances in which the Company has a legal or contractual liability arising from gross negligence or willful misconduct. The policy deductible is \$1.0 million per occurrence.

*Liability Coverage*

As of December 31, 2024, the Company carried \$400.0 million (excluding \$100.0 million coverage under the Hull and



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Machinery policies stated above) of marine liability coverage, exclusive of deductibles, which generally covered offshore risks such as personal injury, third party property claims and third party non-crew claims, including pollution from the rig. It also included coverage for costs incurred for wreck removal. The Company’s liability coverage has a \$1.0 million deductible per occurrence.

*Self-Insured Medical Plan*

The Company provides self-insured medical plans to certain employees in certain jurisdictions, subject to exclusions and limitations. The Company offers a self-insured medical plan for certain U.S. resident rig-based expatriate employees and their eligible dependents to provide medical, vision and dental coverage within the U.S. The maximum potential liability as of December 31, 2024 related to the plan is \$2.3 million, as the Company is reinsured for the claims in excess of that amount by a third party insurance provider.

The Company also offers a self-insured medical plan to provide medical coverage for certain employees represented by labor unions and work under collective bargaining agreements, and their eligible dependents. The Company is fully responsible for eligible claims.

*Directors’ and Officers’ Liability Insurance*

As of December 31, 2024, the Company carried a \$50.0 million directors’ and officers’ liability policy for the benefit of any director or officer in respect of any loss or liability attached to him or her for a claim of negligence, default, breach of duty or breach of trust. The deductible under this policy varies based on the type of claim but can be as high as \$1.8 million per occurrence.

**Surety Bonds and Other Bank Guarantees**

It is customary in the Company’s business to have various surety bonds in place that secure customs obligations relating to the temporary importation of rigs and equipment and certain contractual performance and other obligations. The Company maintains surety bond facilities in either U.S. dollars or local currencies provided by several banks in India, the United Kingdom, United Arab Emirates, Saudi Arabia, Nigeria, Vietnam and Thailand, which is secured by restricted cash balances or Credit Facility to guarantee various contractual, performance and customs obligations.

The total and outstanding surety bond facilities were as follows (in millions):

	As of December 31,	
	2024	2023
Total surety bond facilities .....	\$ 121.9	\$ 98.9
Outstanding surety bonds .....	\$ 88.8	\$ 42.4

**Note 13 – Equity**

**Authorized Share Capital**

On June 12, 2024, the Company amended its articles of association to increase the authorized capital to 278.1 million shares.

**Common Shares Issuance**

On June 24, 2022, the Company issued 38.4 million common shares with a par value of \$0.01 per share. The gross proceeds from the issuance were \$50.4 million and equity issuance costs were \$2.3 million resulting in net proceeds of \$48.1 million. The Company used these proceeds for the Acquisition. See Note 6 – Property and Equipment for details.

On February 1, 2023, the Company issued 17.6 million common shares with a par value of \$0.01 per share. The gross proceeds from the issuance were \$46.1 million and equity issuance costs were \$2.0 million resulting in net proceeds of \$44.1 million.

On September 29, 2023, the Company issued 19.4 million common shares with a par value of \$0.01 per share. The Company received gross proceeds of \$0.2 million and \$59.5 million on September 29, 2023 and October 2, 2023, respectively. The \$59.5 million received on October 2, 2023 was recorded in equity receivable as of September 30, 2023. The equity issuance costs were \$2.2



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million resulting in net proceeds of \$57.5 million.

On October 11, 2024, the Company acquired the remaining 40% shares in SDNS by issuing 42.0 million common shares with a par value of \$0.01 per common share and cash of \$30.1 million to previous SDNS shareholders, and equity issuance costs were \$1.4 million. SDNS has become a wholly-owned subsidiary of SDL at completion of this transaction.

**Note 14 – Supplemental Balance Sheet Information**

Accounts and other receivables, net consisted of the following (in millions):

	As of December 31,	
	2024	2023
Accounts receivable .....	\$ 209.6	\$ 222.4
Other .....	21.7	14.7
Allowance for credit losses .....	(7.1)	(8.5)
	\$ 224.2	\$ 228.6

Other current assets consisted of the following (in millions):

	As of December 31,	
	2024	2023
Deferred costs .....	\$ 80.4	\$ 73.0
Prepayments .....	9.5	11.7
Income tax receivable .....	5.9	3.1
Restricted cash .....	2.0	0.9
Other .....	2.8	3.4
	\$ 100.6	\$ 92.1

Other long-term assets consisted of the following (in millions):

	As of December 31,	
	2024	2023
Deferred costs .....	\$ 106.2	\$ 126.5
Income tax receivable .....	24.9	29.6
Operating right-of-use assets .....	12.5	11.4
Restricted cash .....	7.4	7.9
Other .....	8.8	8.0
	\$ 159.8	\$ 183.4

Other current liabilities consisted of the following (in millions):

	As of December 31,	
	2024	2023
Contract liabilities .....	\$ 44.6	\$ 40.5
Accrued compensation and benefits .....	25.6	22.0
Operating lease liabilities .....	4.2	7.3
Other .....	12.2	3.9
	\$ 86.6	\$ 73.7



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Other long-term liabilities consisted of the following (in millions):

	As of December 31,	
	2024	2023
Income taxes .....	\$ 24.1	\$ 25.3
Accrued compensation and benefits .....	18.1	20.3
Contract liabilities .....	11.5	60.0
Intangible liability .....	8.5	21.3
Operating lease liabilities .....	1.9	4.5
Other .....	0.4	0.4
	\$ 64.5	\$ 131.8

**Note 15 – Share-Based Compensation**

In October 2022, the board of directors amended the 2017 Long-Term Incentive Plan (“LTIP”) to increase the maximum number of shares to be granted under the plan to 23.4 million shares from 18.4 million shares. As of December 31, 2024 and 2023, there were 3.9 million and 7.2 million shares, respectively available for issuance under the 2017 LTIP. However, future grants of any additional awards are limited to the Company’s authorized but unissued shares at the time of the respective award dates.

Amounts recorded for share-based compensation expense were as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
Nonqualified stock options .....	\$ 1.9	\$ 1.9	\$ 1.9
Restricted share units .....	\$ 3.1	\$ 0.5	\$ 0.7

**Nonqualified Stock Options**

A summary of changes to the NQSOs as of December 31, 2024 is as follows:

	Shares (in millions)	Weighted average exercise price	Weighted average remaining contractual term (in years)	Aggregate intrinsic value (in millions)
Outstanding as of January 1, 2024 .....	13.7	\$ 0.51		
Outstanding as of December 31, 2024 .....	13.7	\$ 0.51	5.1	\$ 4.3
Non-vested shares as of December 31, 2024 .....	13.7	\$ 0.51	5.1	\$ 4.3
Exercisable as of December 31, 2024 .....	—	—	—	—

The unrecognized compensation cost for NQSOs were as follows:

	As of December 31,	
	2024	2023
Unrecognized compensation cost (in millions) .....	\$ 0.3	\$ 2.2
Weighted average period for recognition of unrecognized compensation cost (in years) .....	0.1	1.1



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**Service and Market Based Restricted Share Units**

A summary of changes to restricted share units as of December 31, 2024 is as follows:

	Service based restricted share units (in millions)	Weighted average grant date fair value per share	Market based restricted share units (in millions)	Weighted average grant date fair value per share
Non-vested shares as of January 1, 2024 .....	0.2	\$ 2.77	—	\$ —
Granted .....	1.9	\$ 2.38	1.5	\$ 3.56
Vested .....	(0.2)	\$ 2.77	—	\$ —
Non-vested shares as of December 31, 2024 .....	1.9	\$ 2.38	1.5	\$ 3.56

The aggregate grant date fair value of the service-based RSUs vested was \$0.4 million, \$0.6 million and \$0.6 million during the years ended December 31, 2024, 2023 and 2022, respectively. As of December 31, 2024, the total unrecognized compensation cost related to non-vested service-based RSUs was \$3.2 million and is expected to be recognized over a weighted average period of approximately 2.0 years. As of December 31, 2024, the total unrecognized compensation cost related non-vested market-based RSUs was \$3.8 million and is expected to be recognized over a weighted average period of approximately 2.1 years.

The market-based RSUs awarded to key employees in 2024 are subject to the achievement of total shareholder return against a predetermined peer group and potential payouts could range from 0% to 200% of the granted units depending on performance. The estimated weighted average fair value of the market-based RSUs granted in February 2024 and October 2024 of \$3.57 per share was determined based on several inputs and assumptions, including the weighted average market price of the shares on the date of grant of \$2.53 per share and the weighted average significant assumptions used are as follows:

	<b>Year Ended December 31, 2024</b>
<b>Valuation assumptions:</b>	
Expected term .....	2.8 years
Risk free interest rate .....	4.17 %
Expected volatility .....	57.52 %
Expected dividend yield .....	— %

The expected term represented the period from the grant date to the expected date of vesting, the risk-free interest rate was based on the rate of government securities with similar terms and the expected volatility was based on implied volatility from peer group, historical volatility of the Company’s share price and other factors.

**Note 16 – Income Taxes**

**Tax Rate**

The provision for income taxes is based on the tax laws and rates applicable in the jurisdictions in which the Company operates and earns income or is considered resident for income tax purposes. Tax rates can vary significantly between jurisdictions. SDL is exempt from all income taxation in the Cayman Islands, its country of incorporation. The relationship between the provision for income taxes and income or loss before income taxes can vary significantly from period-to-period considering, among other factors:

- the overall level of income before income taxes;
- changes in the blend of income that is taxed based on revenues rather than income before taxes;





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- rig movements between taxing jurisdictions;
- changes in rig operating structures which may alter the basis on which the Company is taxed in a particular jurisdiction;
- results of income tax audits and/or related settlements; and
- fluctuations in foreign currency rates against the U.S. Dollar which are used to measure tax balances in various jurisdictions.

The Company's effective income tax rates were as follows:

	Years ended December 31,		
	2024	2023	2022
Effective tax rate .....	38 %	238 %	344 %

**Income Tax Expense**

The components of the provisions for income taxes were as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
Current tax expense .....	\$ 35.8	\$ 35.5	\$ 32.8
Deferred tax (benefit) / expense .....	(4.0)	(5.8)	1.3
Income tax expense .....	<u>\$ 31.8</u>	<u>\$ 29.7</u>	<u>\$ 34.1</u>

The following is a reconciliation of the differences between the income tax expense for the Company's operations computed at the Cayman statutory rate of zero percent and the Company's reported provision for income taxes (in millions):

	Years ended December 31,		
	2024	2023	2022
Income tax expense at the Cayman statutory rate .....	\$ —	\$ —	\$ —
Earnings subject to rates different than Cayman statutory rate .....	32.1	25.2	25.9
Change in reserve for uncertain tax positions .....	(3.1)	3.7	2.5
Adjustments to prior year tax liabilities or receivables .....	1.0	0.1	4.4
Interest and penalties on uncertain tax positions .....	1.8	0.7	1.3
Income tax expense .....	<u>\$ 31.8</u>	<u>\$ 29.7</u>	<u>\$ 34.1</u>

Income tax expense in 2024 was higher than in 2023 primarily due to higher revenues in the current year and higher deferred tax benefits recognized in the prior year, partially offset by favorable tax rate changes in certain jurisdictions and the expiration of statute of limitations on an uncertain tax position in the current year.

In December 2021, the Organization for Economic Co-operation and Development and G20 inclusive framework on base erosion and profit shifting unveiled pillar 2.0 model global anti-base erosion rules ("BEPS 2.0"). These rules call for a global minimum tax of 15% on a per-jurisdiction basis for multi-national enterprises with annual revenues of more than €750.0 million. The Company will fall under the scope of these rules in 2025 which may increase the Company's income tax expense in certain jurisdictions.

**Deferred Taxes**

The Company's deferred tax assets primarily include assets related to differences in the carrying value of certain assets for GAAP versus tax basis. Deferred tax assets are recorded net of any valuation allowances. Changes in the Company's estimates and assumptions used to determine the valuation allowance, including any changes in applicable tax laws or tax rates, may impact the Company's ability to recognize the underlying deferred tax assets and could require future adjustments to the valuation allowances.



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The increase in the Company’s gross deferred tax assets in the current year related to net operating loss carryforwards in certain jurisdictions was largely offset by a corresponding increase in valuation allowances due to an assessment that utilization of the net operating losses is reasonably possible but not likely. As of December 31, 2024, the Company’s deferred tax asset relating to the net operating loss carryforwards of subsidiaries in a certain jurisdiction will expire between 2028 and 2029, whereas the net operating loss carryforwards of subsidiaries in all other jurisdictions have no expiration date.

The Company’s deferred tax liabilities as of December 31, 2024, include liabilities related to differences in book and tax depreciation based on the carrying value of certain assets for financial reporting purposes versus the basis of such assets for income tax reporting purposes and liabilities related to the future income tax cost of repatriating the undistributed foreign earnings of certain subsidiaries, to the extent such earnings are not considered indefinitely reinvested. If unforeseen law changes or other facts and circumstances cause a change in expectations regarding the future tax cost of repatriating these foreign earnings, the resulting adjustments to the deferred tax balances could have a material effect on the Company’s consolidated financial statements. During the year ended December 31, 2024, a favorable change in the applicable tax rate within a specific jurisdiction reduced the Company’s deferred tax liabilities by \$4.2 million.

The significant components of the Company’s deferred tax assets and liabilities were as follows (in millions):

	As of December 31,	
	2024	2023
Deferred tax assets		
Net operating loss carry-forwards of subsidiaries	\$ 22.2	\$ —
Depreciation	4.5	8.2
Other	1.5	1.1
Valuation allowance	(19.2)	—
	<u>\$ 9.0</u>	<u>\$ 9.3</u>
Deferred tax liabilities		
Depreciation	\$ 2.5	\$ 6.5
Undistributed foreign earnings	1.9	2.2
	<u>\$ 4.4</u>	<u>\$ 8.7</u>

**Liabilities for Uncertain Tax Positions**

The Company has tax liabilities related to various tax positions that have been taken on the tax returns of certain subsidiaries that have resulted in a reduction in tax liabilities for those subsidiaries. In management’s judgement, these tax positions are “uncertain” in that they are more likely than not to be successful if challenged by the relevant tax authorities in the future.

The changes to liabilities for uncertain tax positions, excluding interest and penalties, were as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
Balance, beginning of year	\$ 20.9	\$ 17.1	\$ 14.6
Additions for current period tax positions	1.5	1.9	1.5
Additions for prior period tax positions	2.3	2.8	2.3
Reductions related to statute of limitations expiration	(2.6)	(0.9)	(1.3)
Reductions for prior period tax positions	(4.3)	—	—
Balance, end of year	<u>\$ 17.8</u>	<u>\$ 20.9</u>	<u>\$ 17.1</u>



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The Company recognizes any interest and penalties related to income tax as a component of income tax expenses. Interest and penalties related to uncertain tax positions were an expense as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
Interest and penalties related to uncertain tax positions .....	\$ 1.8	\$ 0.7	\$ 1.3

The accrued interest and penalties related to uncertain tax positions recorded as other long-term liabilities were as follows (in millions):

	As of December 31,	
	2024	2023
Accrued interest and penalties related to uncertain tax positions .....	\$ 6.3	\$ 4.5

Liabilities for uncertain tax positions may change from year-to-year based on various factors, including, but not limited to, favorable or unfavorable resolution of tax audits or disputes, expiration of relevant statutes of limitations, changes in tax laws or changes to the interpretation of existing tax laws due to new legislative guidance or court rulings, or new uncertain tax positions taken on recently filed tax returns. Although the Company has recorded liabilities against all tax benefits resulting from tax positions which, in management’s judgement, are more likely than not to be successful if challenged by the relevant tax authorities in the future, the Company cannot provide assurance as to the final tax liability related to its tax positions as it is not possible to predict with certainty the ultimate outcome of any related tax disputes. Thus, it is reasonably possible that the ultimate tax liabilities related to such tax positions could substantially exceed recorded liabilities related to such tax positions, resulting in a material adverse effect on the Company’s earnings and cash flows from operations.

**Tax Returns and Examinations**

The Company is engaged in ongoing income tax disputes and/or tax audits in various jurisdictions, including Italy, Egypt, India, Nigeria, Saudi Arabia, and Thailand. The Company is vigorously contesting all substantial assessments and has recorded tax reserves for all amounts that the Company deems more likely than not to be sustained in favor of the tax authorities upon final resolution. If the Company were to lose one or more tax disputes, income tax liability could increase substantially and the Company’s earnings and cash flows from operations could be materially adversely affected. As of December 31, 2024, the 2013 through 2024 income tax periods remain open for examination in multiple jurisdictions.

**Note 17 – Variable Interest Entities**

The Company, through a wholly-owned indirect subsidiary, is the primary beneficiary of VIEs providing services which are Shelf Drilling Ventures (Malaysia) Sdn. Bhd. (“SDVM”), PT. Hitek Nusantara Offshore Drilling (“PT Hitek”), Shelf Drilling (Nigeria) Limited (“SDNL”), Shelf Drilling Offshore Services Limited (“SDOSL”) and Shelf Drilling (Angola), Limitada (“SDAL”) and which are included in these consolidated financial statements.

These VIEs are incorporated in jurisdictions where majority or significant foreign ownership of domestic companies is restricted or commercially incompatible with local content requirements. To comply with such foreign ownership and/or local content restrictions, the Company and the relevant local third parties, described further below, have established these VIEs and have contractual arrangements to convey decision-making and economic rights to the Company.



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Following is the information about the third party interests in the VIEs:

	Third party country of incorporation	Third party ownership percentage As of December 31,	
		2024	2023
SDVM .....	Malaysia	60%	60%
PT Hitek .....	Indonesia	20%	20%
SDNL .....	Nigeria	51%	51%
SDOSL .....	Nigeria	20%	20%
SDAL .....	Angola	51%	51%

Each of the third parties listed above are not in a position to provide additional financing to their respective VIEs and do not participate in any gains and/or losses. The Company is the primary beneficiary as it has the power to direct the operating and marketing activities, which are the activities that most significantly impact each entity’s economic performance, and has the obligation to absorb losses and the right to receive a majority of the benefits of the VIEs. Therefore, the Company has determined that the VIEs meet the criteria to be presented as consolidated entities in the Company’s consolidated financial statements.

Following are revenues and operating costs and expenses of the VIEs, after eliminating the effect of intercompany transactions, for the years ended December 31, 2024, 2023 and 2022 (in millions):

	SDVM	PT Hitek	SDNL	SDOSL	SDAL	Total
<b>December 31, 2024:</b>						
Revenues .....	\$ 0.7	\$ —	\$ 92.9	\$ —	\$ 14.0	\$ 107.6
Operating costs and expenses .....	\$ 1.1	\$ 0.4	\$ 72.6	\$ 4.4	\$ 12.2	\$ 90.7
<b>December 31, 2023:</b>						
Revenues .....	\$ —	\$ —	\$ 70.3	\$ —	\$ 13.4	\$ 83.7
Operating costs and expenses .....	\$ 0.2	\$ 0.4	\$ 51.1	\$ 6.0	\$ 13.6	\$ 71.3
<b>December 31, 2022</b>						
Revenues .....	\$ —	\$ —	\$ 42.5	\$ —	\$ 11.7	\$ 54.2
Operating costs and expenses .....	\$ 0.1	\$ 0.3	\$ 37.7	\$ 5.6	\$ 12.5	\$ 56.2

There are no material differences between the results of operations and cash flows of the consolidated Company, inclusive of the VIEs listed above, than there would have been if the VIE operations were run out of a wholly-owned subsidiary of the Company.



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Following are the assets and liabilities of the VIEs, after eliminating the effect of intercompany transactions, as of December 31, 2024 (in millions):

	<u>SDVM</u>	<u>PT Hitek</u>	<u>SDNL</u>	<u>SDOSL</u>	<u>SDAL</u>	<u>Total</u>
<b>Assets</b>						
Cash and cash equivalents .....	\$ —	\$ 0.2	\$ 2.8	\$ 0.1	\$ 1.2	\$ 4.3
Accounts and other receivables, net.....	0.7	0.1	13.6	—	3.9	18.3
Other current assets .....	—	—	0.1	0.5	0.5	1.1
<b>Total current assets</b> .....	<b>0.7</b>	<b>0.3</b>	<b>16.5</b>	<b>0.6</b>	<b>5.6</b>	<b>23.7</b>
Property and equipment, net .....	—	—	2.0	—	—	2.0
Other long-term assets .....	—	—	6.7	0.3	—	7.0
<b>Total non-current assets</b> .....	<b>—</b>	<b>—</b>	<b>8.7</b>	<b>0.3</b>	<b>—</b>	<b>9.0</b>
<b>Total assets</b> .....	<b>\$ 0.7</b>	<b>\$ 0.3</b>	<b>\$ 25.2</b>	<b>\$ 0.9</b>	<b>\$ 5.6</b>	<b>\$ 32.7</b>
<b>Liabilities</b>						
Accounts payable .....	\$ 0.1	\$ —	\$ 8.6	\$ 0.1	\$ 0.6	\$ 9.4
Other current liabilities .....	0.1	0.1	10.8	0.5	0.5	12.0
<b>Total current liabilities</b> .....	<b>0.2</b>	<b>0.1</b>	<b>19.4</b>	<b>0.6</b>	<b>1.1</b>	<b>21.4</b>
Other long-term liabilities .....	0.1	0.2	—	0.6	—	0.9
<b>Total long-term liabilities</b> .....	<b>0.1</b>	<b>0.2</b>	<b>—</b>	<b>0.6</b>	<b>—</b>	<b>0.9</b>
<b>Total liabilities</b> .....	<b>\$ 0.3</b>	<b>\$ 0.3</b>	<b>\$ 19.4</b>	<b>\$ 1.2</b>	<b>\$ 1.1</b>	<b>\$ 22.3</b>
<b>Carrying amount, net</b> .....	<b>\$ 0.4</b>	<b>\$ —</b>	<b>\$ 5.8</b>	<b>\$ (0.3)</b>	<b>\$ 4.5</b>	<b>\$ 10.4</b>



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Following are the assets and liabilities of the VIEs, after eliminating the effect of intercompany transactions, as of December 31, 2023 (in millions):

	<u>SDVM</u>	<u>PT Hitek</u>	<u>SDNL</u>	<u>SDOSL</u>	<u>SDAL</u>	<u>Total</u>
<b>Assets</b>						
Cash and cash equivalents .....	\$ —	\$ 0.2	\$ 9.8	\$ 0.2	\$ 0.7	\$ 10.9
Accounts and other receivables, net.....	—	—	21.7	—	3.4	25.1
Other current assets .....	—	—	0.1	0.7	0.5	1.3
<b>Total current assets</b> .....	<b>—</b>	<b>0.2</b>	<b>31.6</b>	<b>0.9</b>	<b>4.6</b>	<b>37.3</b>
Property and equipment, net .....	—	—	2.1	—	—	2.1
Other long-term assets .....	—	0.1	1.5	0.4	—	2.0
<b>Total non-current assets</b> .....	<b>—</b>	<b>0.1</b>	<b>3.6</b>	<b>0.4</b>	<b>—</b>	<b>4.1</b>
<b>Total assets</b> .....	<b>\$ —</b>	<b>\$ 0.3</b>	<b>\$ 35.2</b>	<b>\$ 1.3</b>	<b>\$ 4.6</b>	<b>\$ 41.4</b>
<b>Liabilities</b>						
Accounts payable .....	\$ —	\$ —	\$ 11.0	\$ 0.2	\$ 0.8	\$ 12.0
Other current liabilities .....	0.1	0.1	3.2	0.6	0.4	4.4
<b>Total current liabilities</b> .....	<b>0.1</b>	<b>0.1</b>	<b>14.2</b>	<b>0.8</b>	<b>1.2</b>	<b>16.4</b>
Other long-term liabilities .....	0.1	0.2	—	0.8	0.2	1.3
<b>Total long-term liabilities</b> .....	<b>0.1</b>	<b>0.2</b>	<b>—</b>	<b>0.8</b>	<b>0.2</b>	<b>1.3</b>
<b>Total liabilities</b> .....	<b>\$ 0.2</b>	<b>\$ 0.3</b>	<b>\$ 14.2</b>	<b>\$ 1.6</b>	<b>\$ 1.4</b>	<b>\$ 17.7</b>
<b>Carrying amount, net</b> .....	<b>\$ (0.2)</b>	<b>\$ —</b>	<b>\$ 21.0</b>	<b>\$ (0.3)</b>	<b>\$ 3.2</b>	<b>\$ 23.7</b>

There are no material restrictions on the assets disclosed above, except for certain property and equipment which is pledged as collateral. Liability holders typically have recourse to the general credit of the Company when seeking to enforce settlement of liabilities. See Note 20 – Related Parties for additional discussion on the Company's transactions with its VIEs.



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**Note 18 – Supplemental Cash Flow Information**

**Operating Cash Flows**

The net effect of changes in operating assets and liabilities on cash flows from operating activities was as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
Decrease / (increase) in operating assets .....			
Accounts and other receivables, net .....	\$ (4.1)	\$ (57.6)	\$ (40.2)
Other current assets .....	(2.1)	3.4	(2.3)
Other long-term assets .....	3.1	10.7	(0.2)
Increase / (decrease) in operating liabilities .....			
Accounts payable and other current liabilities .....	17.2	58.9	56.9
Accrued interest .....	(3.1)	(10.3)	6.8
Accrued income taxes .....	4.3	4.0	4.1
Other long-term liabilities .....	4.6	79.6	5.1
	<u>\$ 19.9</u>	<u>\$ 88.7</u>	<u>\$ 30.2</u>

Additional cash flow information was as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
Interest and other financing charges .....	\$ 139.7	\$ 140.7	\$ 101.8
Income taxes .....	\$ 30.8	\$ 22.4	\$ 25.9

**Capital Expenditures and Deferred Costs**

Capital expenditures and deferred costs include rig acquisition and other fixed asset purchases, certain expenditures associated with regulatory inspections, major equipment overhauls, contract preparation (including rig upgrades), mobilization and stacked rig reactivations.

The Company's capital expenditures and deferred costs were as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
Regulatory and capital maintenance .....	\$ 61.3	\$ 89.4	\$ 66.1
Contract preparation .....	55.6	76.9	32.7
Fleet spares and others .....	35.5	30.7	12.0
	<u>152.4</u>	<u>197.0</u>	<u>110.8</u>
Rig acquisitions .....	—	28.8	476.4
Total capital expenditures and deferred costs .....	<u>\$ 152.4</u>	<u>\$ 225.8</u>	<u>\$ 587.2</u>



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The reconciliation of the payments for acquisition of property and equipment and changes in deferred costs, net to total capital expenditures and deferred costs was as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
Cash payments for additions to property and equipment .....	\$ 47.7	\$ 103.1	\$ 453.7
Non-cash increase to fair value of rigs in the acquisition .....	—	—	42.7
Net change in advances and accrued but unpaid additions to property and equipment .....	3.6	(5.8)	15.2
Total capital expenditures .....	51.3	97.3	511.6
Changes in deferred costs, net .....	(2.1)	67.0	11.3
Add: Amortization of deferred costs .....	103.2	61.5	64.3
Total deferred costs .....	101.1	128.5	75.6
Total capital expenditures and deferred costs .....	<u>\$ 152.4</u>	<u>\$ 225.8</u>	<u>\$ 587.2</u>

The reconciliation of cash, cash equivalents and restricted cash reported in the consolidated balance sheets to the total of such amounts reported in the consolidated statements of cash flows was as follows (in millions):

	As of December 31,	
	2024	2023
Cash and cash equivalents .....	\$ 152.3	\$ 98.2
Restricted cash included in other current assets .....	2.0	0.9
Restricted cash included in other long-term assets .....	7.4	7.9
Total cash, cash equivalents and restricted cash .....	<u>\$ 161.7</u>	<u>\$ 107.0</u>

**Note 19 – Segment and Related Information**

Operating segments are defined as components of an entity for which separate financial statements are available and are regularly provided to the chief operating decision maker, which is our chief executive officer in deciding how to allocate resources and assess performance. The Company has one reportable segment, contract services, which reflects how the Company manages its business, and the fact that the Company’s fleet is dependent upon the worldwide oil and natural gas industry. Significant segment expenses include operating and maintenance, general and administrative and interest expense and financing charges. As a single reporting segment, these significant segment expenses, along with the remaining other segment items and net income / (loss), which is primary measure of segment profitability, are disclosed in the consolidated statements of operations. See consolidated balance sheet for segment asset information provided to the chief operating decision maker.





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Total revenues by country based on the location of the service provided were as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
Saudi Arabia .....	\$ 231.9	\$ 270.8	\$ 202.2
Nigeria .....	196.6	152.5	73.8
India .....	160.1	123.2	123.8
Thailand .....	84.9	84.8	89.3
Italy .....	61.3	48.5	30.3
Angola .....	46.7	43.3	63.3
Others <sup>(1)</sup> .....	190.9	170.7	104.9
	<u>972.4</u>	<u>893.8</u>	<u>687.6</u>
Amortization of intangible liability .....	12.8	14.2	7.6
Total revenues .....	<u>\$ 985.2</u>	<u>\$ 908.0</u>	<u>\$ 695.2</u>

(1) Represents countries which are individually less than 5% of total revenues.

Total long-lived assets, net of impairment, depreciation and amortization by location based on the country in which the assets were located as of the balance sheet date were as follows (in millions):

	As of December 31,	
	2024	2023
Thailand .....	\$ 417.1	\$ 437.1
Nigeria .....	253.2	160.6
Norway .....	173.9	163.5
Saudi Arabia .....	152.9	305.5
India .....	111.1	96.6
United Arab Emirates .....	101.7	102.1
United Kingdom .....	70.7	110.2
Italy .....	7.5	88.5
Others <sup>(1)</sup> .....	335.7	233.9
Total long-lived assets, net .....	<u>\$ 1,623.8</u>	<u>\$ 1,698.0</u>

(1) Represents countries which are individually less than 5% of total long-lived assets.

The total long-lived assets are comprised of property and equipment, right-of-use assets and short-term and long-term deferred costs. A substantial portion of the Company's assets are mobile, and as such, asset locations at the end of the year are not necessarily indicative of the geographic distribution of the revenues generated by such assets during the year.

**Note 20 – Related Parties**

The Company's related parties include China Merchants Industry Holdings Company Limited, Castle Harlan, Inc. and Lime Rock Partners (Lime Rock Partners held shares of the Company during 2023 but sold substantially all their shares before December 31, 2023), independent SDL directors, key management personnel, VIEs and entities controlled, jointly controlled or significantly influenced by such parties. On October 11, 2024, SDNS became a wholly-owned subsidiary of SDL and is no longer considered as a related party. See Note 13 – Equity for details.



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**Directors**

SDL directors' costs include directors' fees and reimbursement of costs incurred by directors for attendance at meetings relating to the management and governance of the Company. Directors' costs also include share-based compensation expense. The amounts recorded were as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
SDL directors costs .....	\$ 1.8	\$ 1.4	\$ 1.9

The total liability recorded under accounts payable for such transactions was as follows (in millions):

	As of December 31,	
	2024	2023
Accounts payable .....	\$ 0.1	\$ 0.1

The Company incurs costs for SDNS independent directors' fees and reimbursement of costs incurred for attendance at SDNS meetings relating to the management and governance of SDNS. The amounts recorded were as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
SDNS independent directors costs .....	\$ 0.1	\$ 0.1	\$ —

The total liability recorded for these costs under accounts payable was immaterial as December 31, 2024 and 2023, respectively.

**VIEs**

Certain VIE related parties provided goods and services to drilling rigs owned by several of the Company's foreign subsidiaries. The amounts recorded were as follows (in millions):

	Years ended December 31,		
	2024	2023	2022
VIE related parties provided goods and services .....	\$ 3.9	\$ 3.6	\$ 2.9

The total liability recorded under accounts payable for such transactions was as follows (in millions):

	As of December 31,	
	2024	2023
Accounts payable .....	\$ 1.2	\$ 1.4

**Lease**

The Company entered into an operating lease agreement for yard space with a VIE related party with cancellable terms. The duration of this lease is three years. The lease does not include an extension or renewal option, but a termination option is available to either party. The lease payments are fixed for the duration of the lease. This lease agreement does not contain any material residual value guarantees or material restrictive covenants.



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The Company has recorded the following (in millions):

	Years ended December 31,		
	2024	2023	2022
Lease expense .....	\$ 1.8	\$ 0.6	\$ 1.0

	As of December 31,	
	2024	2023
Right-of-use assets .....		
Other long-term assets .....	\$ 5.6	\$ —
Lease liabilities .....		
Other current liabilities .....	\$ —	\$ 0.2

**Note 21 – Interest Rate, Foreign Currency and Credit Risk**

**Interest Rate Risk**

Financial instruments that potentially subject the Company to interest rate risk include cash and cash equivalents and debt. Exposure to interest rate risk may occur in relation to cash and cash equivalents, as the interest income earned on these balances changes with market interest rates. Floating rate debt, where the interest rate may be adjusted semi-annually or more frequently over the life of the instrument, exposes the Company to short-term changes in market interest rates. Fixed rate debt, where the interest rate is fixed over the life of the instrument and the instrument’s maturity is greater than one year, exposes the Company to changes in market interest rates if and when voluntary refinancing or refinancing of maturing debt with new debt occurs. The Company has in the past utilized interest rate swaps or other derivative instruments to manage interest rate risk.

**Foreign Currency Risk**

The Company’s functional currency is the U.S. dollar and its international operations expose it to currency exchange rate risk. This risk is primarily associated with receivables from customers, compensation costs of the Company’s employees and purchasing costs from suppliers in currencies other than the U.S. dollar.

The primary currency exchange rate risk management strategy involves customer contracts that provide for partial payment in U.S. dollars and partial payment in local currency. The payment portion denominated in local currency is based on anticipated local currency requirements over the contract term and local statutory requirements. Due to various factors, including customer acceptance, local banking laws, other statutory requirements, local currency convertibility and the impact of inflation on local costs, actual local currency needs may vary from those anticipated in the customer contracts, resulting in partial exposure to currency exchange rate risk. In addition, the Company can utilize forex contracts to manage foreign exchange risk related to certain currencies.

Amounts recorded for net loss / (gain) on foreign exchange were as follows:

	Years ended December 31,		
	2024	2023	2022
Net loss / (gain) on foreign currency exchange .....	\$ 6.5	\$ 6.3	\$ (0.1)



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**Credit Risk**

Financial instruments that potentially subject the Company to concentrations of credit risk are cash and cash equivalents, which are generally maintained at commercial banks with acceptable credit ratings, and accounts and other receivables which primarily consist of trade receivables.

The market for the Company’s services is the offshore oil and natural gas industry. The Company’s customers primarily consist of government owned or controlled energy companies, publicly listed global integrated oil companies or independent exploration and production companies. Periodic credit evaluations of the Company’s customers are performed and the Company generally does not require material collateral from its customers. However, the Company may from time-to-time require its customers to make advance payment or issue a bank guarantee/letter of credit in its favor to mitigate the risk of non-payment. The Company determines its expected credit losses for its pools of assets with similar risk characteristics based on historical loss information as adjusted for future expectations.

Consolidated revenues (excluding amortization of intangible liability) by top customer were as follows (in millions):

	<b>Years ended December 31,</b>		
	<b>2024</b>	<b>2023</b>	<b>2022</b>
Largest customer .....	24%	30%	29%
Second largest customer .....	18%	17%	13%
Third largest customer .....	16%	12%	11%
Others .....	42%	41%	47%
	<u>100%</u>	<u>100%</u>	<u>100%</u>

The top three customer balances represent approximately 48% and 56% of accounts receivable as of December 31, 2024 and 2023, respectively.

**Note 22 – Subsequent Events**

The Company has evaluated subsequent events through March 3, 2025, the date of issuance of the consolidated financial statements.