



Investor Presentation

October 2022



Disclaimer

This investor presentation (the "**Presentation**") has been prepared solely for information purposes in connection with a presentation to potential investors held in respect of a contemplated private placement (the "**Private Placement**") of new and existing shares in NorAm Drilling Company AS (will be re-named Noram Drilling AS) ("**NorAm**" or the "**Company**", and together with its sole subsidiary, the "**Group**") and subsequent listing of the Company's shares on Euronext Growth Oslo (the "**Listing**"), as further discussed herein and described in a term sheet (the "**Term Sheet**") and an agreement governing applications to participate in the Private Placement. The Company has appointed Pareto Securities AS and Fearnley Securities AS, as financial advisors and managers in connection with the Listing and the Private Placement (the "**Managers**" or "**Euronext Growth Advisors**"). Employees of Pareto Securities AS holds 6,883 shares in the Company on an accumulated basis.

This Presentation is strictly confidential and may not be reproduced or distributed, in whole or in part, to any other person. This Presentation is furnished by the Company for information purposes only, and it is expressly noted that no representation or warranty, expressed or implied, as to the accuracy or completeness of any information included herein is given by the Company or the Managers and that no information, including projections, estimates, targets and opinions, contained in this Presentation is or can be relied upon as a promise or representation by the Company or the Managers.

This Presentation has not been independently verified nor verified by the Managers unless otherwise required by applicable law(s). The Managers, in its capacity as the Company's Euronext Growth Advisors, have only engaged an external legal advisor in order to conduct a strictly limited legal review of the Group in order to satisfy certain listing requirements for Euronext Growth Oslo. Beyond this, the Managers have not engaged any other external legal, financial or other advisers, in order to conduct a due diligence investigation of the Group and its business. By relying on this Presentation, you accept the risk that the Presentation might not cover matters that would have been disclosed, had such latter due diligence investigations been conducted and that this Presentation is prepared on the basis as outlined above. The Managers and the Company make no undertaking, representation or warranty, expressed or implied, regarding the accuracy or completeness of the information described herein, and the Managers and the Company expressly disclaims any liability whatsoever towards the investors in connection with the matters described herein. This Presentation contains information obtained from third parties. Such information has been accurately reproduced and, as far as the Company is aware and able to ascertain from the information published by that third party, no facts have been omitted that would render the reproduced information to be inaccurate or misleading.

This Presentation contains certain forward-looking statements relating to the business, financial performance and results of the Group and/or the industry in which it operates. Forward-looking statements concern future circumstances and results and other statements that are not historical facts, sometimes identified by the words "believes", "expects", "predicts", "intends", "projects", "plans", "estimates", "aims", "foresees", "anticipates", "targets", and similar expressions. The forward-looking statements contained in this Presentation, including assumptions, opinions and views of the Company or cited from third party sources are solely opinions and forecasts which are subject to risks, uncertainties and other factors that may cause actual events to differ materially from any anticipated development. Neither the Company, its subsidiary undertakings nor any of such person's officers or employees, nor any of the Company's advisors provides any assurance that the assumptions underlying such forward-looking statements are free from errors nor do any of them accept any responsibility for the future accuracy of the opinions expressed in this Presentation or the actual occurrence of the forecasted developments. The Company assumes no obligation, except as required by law, to update any forward-looking statements or to conform these forward-looking statements to our actual results.

An investment in the Company and its shares should be considered as a high-risk investment. An investment in the Company is only suitable if you have sufficient knowledge, sophistication and experience in financial and business matters to be capable of evaluating the merits and risks of an investment decision relating to the Company's shares, and if you are able to bear the economic risk, and to withstand a complete loss of your investment. Several factors could cause the actual results, performance or achievements of the Company to be materially different from any future results, performance or achievements that may be expressed or implied by information in this Presentation. Certain material risk factors relating to the Company, the Group and securities described herein are included in the Appendix captioned "Risk Factors" below, on pages 26 - 34.

By receiving this Presentation, you acknowledge that you will be solely responsible for your own assessment of the Group and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the Group's business. The contents of this Presentation shall not be construed as financial, legal, business, investment, tax or other professional advice. You should consult your own professional advisers for any such matter and advice.

This Presentation speaks as of the date set out on its cover. Neither the delivery of this Presentation nor any further discussions of the Company with any of the recipients shall, under any circumstances, create any implication that there has been no change in the affairs of the Company or the Group since such date.

This Presentation is subject to Norwegian law, and any dispute arising in respect of this Presentation is subject to the exclusive jurisdiction of Norway with Oslo as legal venue.

The Managers and/or its employees may hold shares, options or other securities of the Company and may, as principal or agent, buy or sell such securities. The Managers may have other financial interests in transactions involving these securities. The distribution of this Presentation and the offering, application, purchase or sale of shares issued by the Company in certain jurisdictions is restricted by law. This Presentation does not constitute an offer of, or an invitation to purchase, any of the shares in any jurisdiction in which such offer or sale would be unlawful. No one has taken any action that would permit a public offering of shares to occur in any jurisdiction. Accordingly, neither this Presentation nor any advertisement or any other offering material may be distributed or published in any jurisdiction except under circumstances that will result in compliance with any applicable laws and regulations.

Neither this Presentation nor any copy of it may be taken, transmitted or distributed, directly or indirectly, in or into the United States, Canada, Australia or Japan, except as permitted under applicable securities law. Any failure to comply with this restriction may constitute a violation of the United States, Canadian, Australian or Japanese securities laws. The Presentation is also not for publication, release or distribution in any other jurisdiction where to do so would constitute a violation of the relevant laws of such jurisdiction nor should it be taken or transmitted into such jurisdiction and persons into whose possession this Presentation comes should inform themselves about and observe any such relevant laws.

Neither the Company nor the Managers have authorized any offer to the public of securities, or have undertaken or plans to undertake any action to make an offer of securities to the public requiring the publication of an offering prospectus, in any member state of the European Economic Area which has implemented the Prospectus Regulation (EU) 2017/1129.

In the event that this Presentation is distributed in the United Kingdom, it shall be directed only at persons who are either "investment professionals" for the purposes of Article 19(5) of the UK Financial Services and Markets Act 2000 (Financial Promotion) Order 2005 (the "**Order**") or high net worth companies and other persons to whom it may lawfully be communicated in accordance with Article 49(2)(a) to (d) of the Order (all such persons together being referred to as "**Relevant Persons**"). Any person who is not a Relevant Person must not act or rely on this Presentation or any of its contents. Any investment or investment activity to which this Presentation relates will be available only to Relevant Persons and will be engaged in only with Relevant Persons.

The recipient of this Presentation warrants and represents that if it is a resident in the United Kingdom, it is a Relevant Person.

This Presentation does not constitute an offer of securities for sale into the United States. The securities described herein have not been and will not be registered under the U.S. Securities Act of 1933, as amended (the "**Securities Act**"), or with any securities regulatory authority of any state or other jurisdiction in the United States, and may not be offered or sold within the United States, absent registration or under an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act. In the United States, the securities described herein will be offered only to qualified institutional buyers ("**QIBs**") within the meaning of, and as defined in, Rule 144A under the Securities Act. Outside the United States, the securities described herein will be offered in accordance with Regulation S under the Securities Act to non-U.S. persons (as defined in Regulation S). The recipient of this Presentations warrants and represents that if it is located within the United States and/or is a U.S. person or in the United States, it is a QIB.

NorAm – pure play operator of Ultra Super Spec rigs in Permian basin

NorAm Drilling in brief

11

Modernized Ultra Super Spec rigs

Fully upgraded with state-of-the-art walking systems and racking capacity, with a track record of drilling the longest wells in the Permian

100%

Permian focus

Strategically positioned to unlock untapped oil reserves by employing the latest horizontal drilling technology

15+

Years of operations

Knowledgeable management team and low employee turnover leads to optimized costs and operations

20+

Different longstanding customer relationships

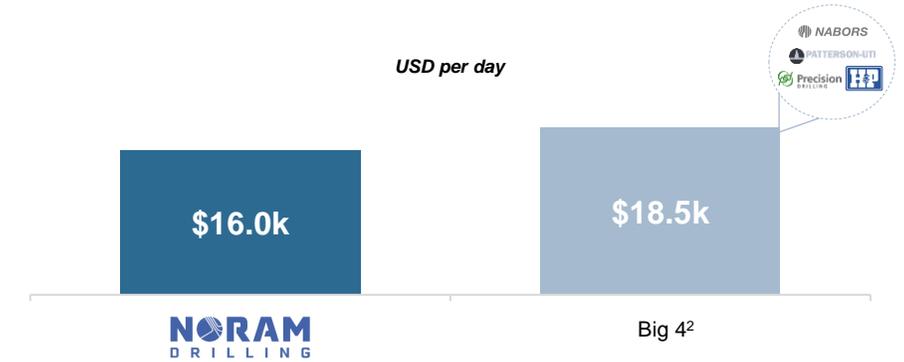
Consistent repeat business from customers ranging from large supermajors to independents

8

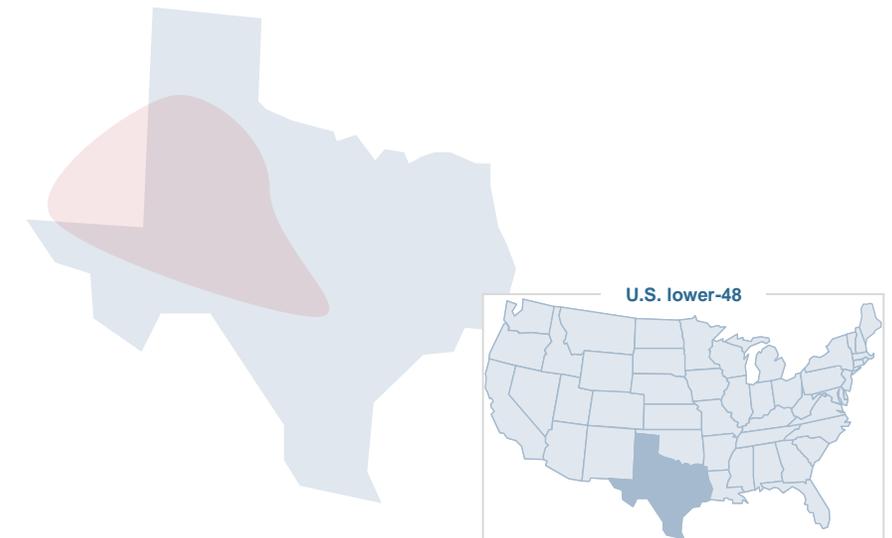
Years with strong ownership support from the Seatankers Group

Extensive track record of successful investments in the energy sector with deep insights of drilling operations

Industry leading margins through low opex and G&A¹



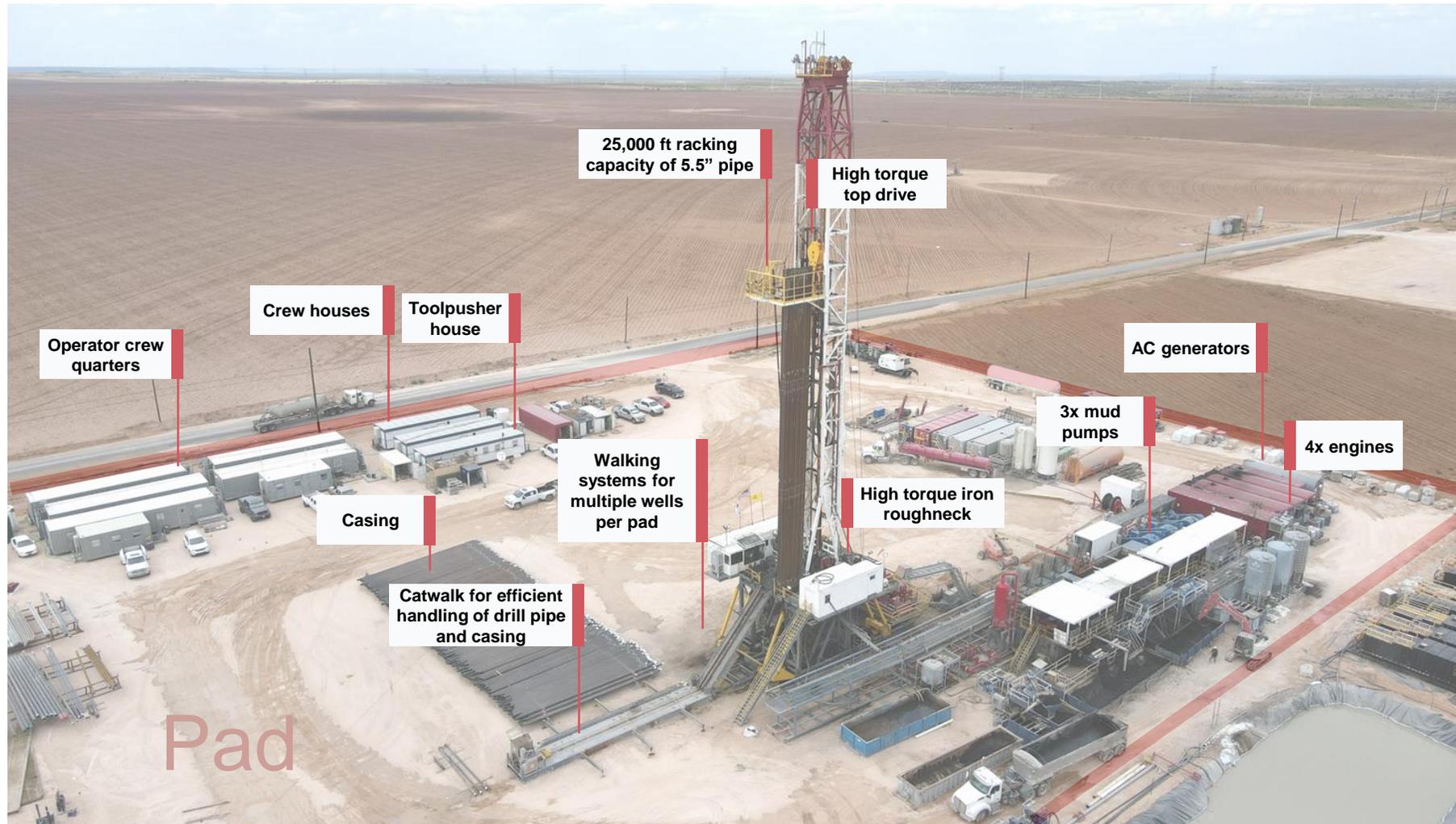
Permian basin has the largest energy reserves in the U.S



Note: 1) Opex for NorAm includes USD 14k/day (excluding depreciation) plus USD 6m p.a. in operations and warehouse support plus USD 2m p.a. in G&A, 2) Average opex and G&A for Big 4 operators: Patterson-UTI, Helmerich Payne, Nabors and Precision Drilling
Source: Company presentations, Quarterly reports

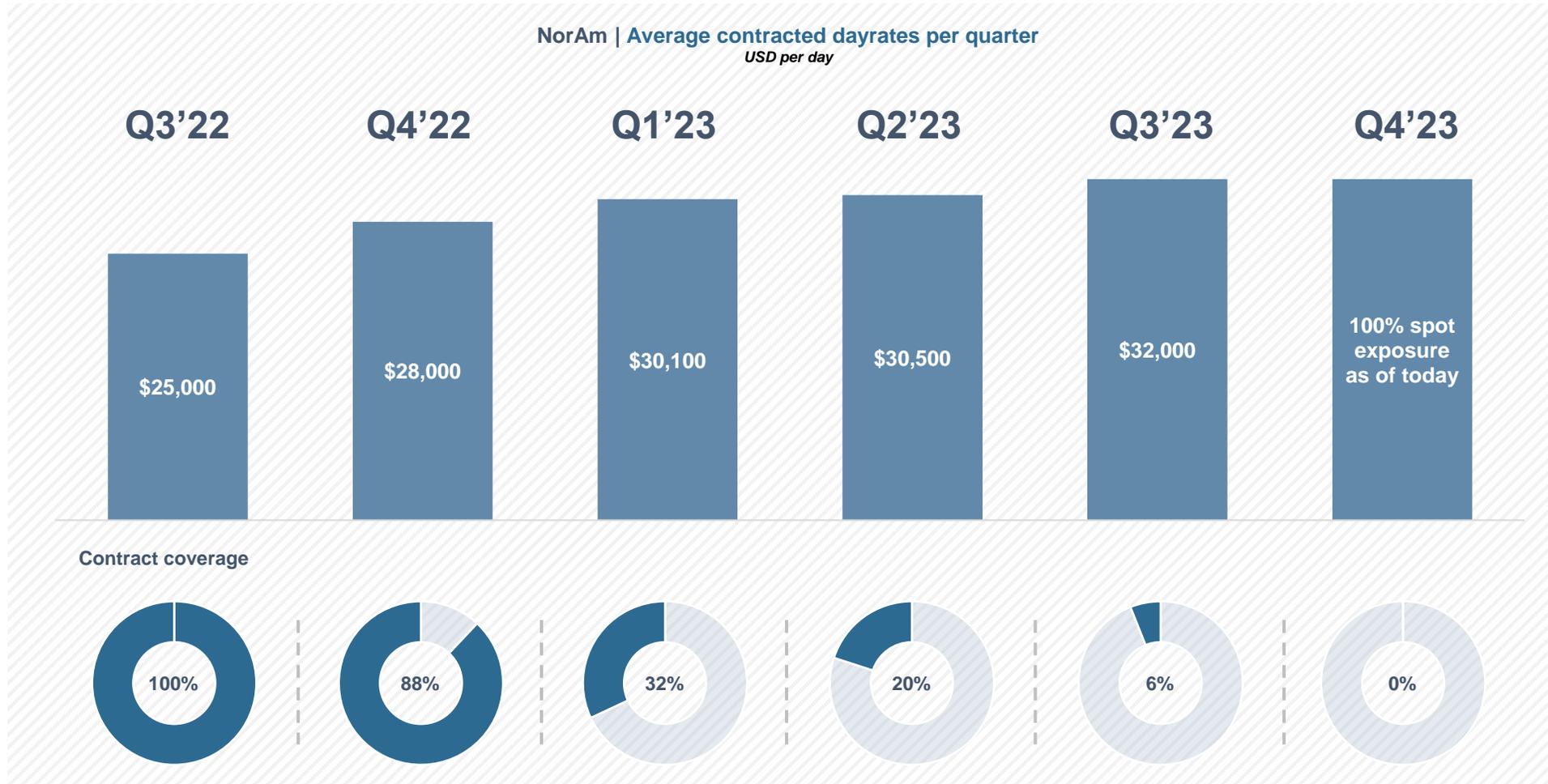
What Is A Ultra Super Spec Rig?

NorAm Drilling has a fleet of fully upgraded rigs with a track record of drilling the longest wells (25,000+ feet) in the Permian



All rigs working and positioned for increasing dayrates

Contract mix allows for visibility in near- to medium-term earnings and significant upside potential for new contracts



Select customers

- BAYSWATER
- CALLON PETROLEUM
- ConocoPhillips
- CROWNQUEST
- DIAMONDBACK ENERGY
- DRIFTWOOD ENERGY
- FireBird Energy LLC

Note: Average contracted base dayrate for NorAm as of 18 September 2022. Does not include additional revenues from equipment rentals, reimbursables, extra crew etc.

Management with deep industry knowledge and >75 years experience

Executive Management



20+

Marty Jimmerson
CEO & CFO



Employees
315



25+

Thomas Taylor
COO



Leading employees¹ with
7 years
average tenure at NorAm



20+

Steve Scott
Business Development

**Integrated Drilling
Equipment**



~10

Marius Furuly
IR & Strategy



HQ operations
Houston

Years of industry experience

Board of Directors



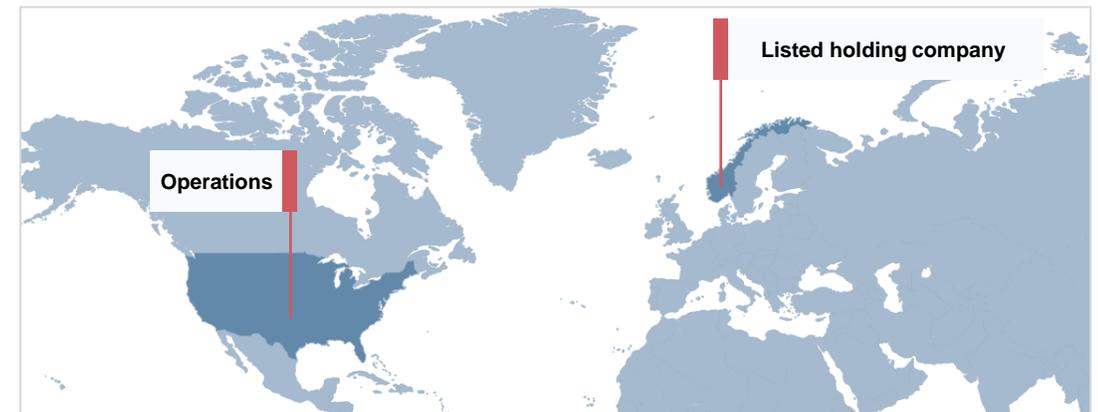
Ole B. Hjertaker
Chairman



Gunnar Eliassen
Board Member



Christopher Baker
Board Member



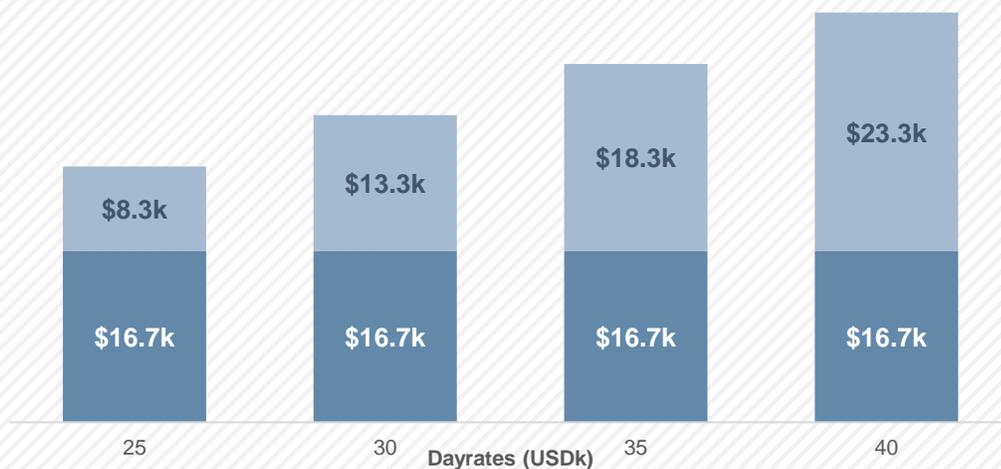
Note: 1) Rig managers, drillers and operational support

Cash break even and equity return illustration

CBE | Illustrative cash break even and equity return at different dayrates³

USD per rig

■ Fixed cost/rig per day ■ Equity CF/rig per day



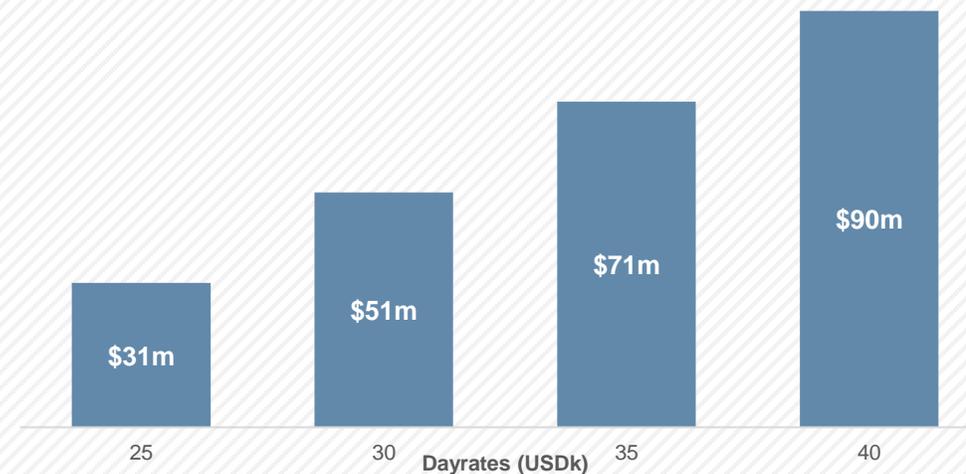
- Estimated fixed cost¹ of USD 16.7k/day per rig going forward
- Dayrates in excess of USD 16.7k/day will be distributed as dividends²

FCFE | Illustrative annual free cash flow to equity³

USD annual

Dividend yield⁴

50 NOK/sh	16%	26%	35%	45%
80 NOK/sh	10%	16%	22%	28%



- 11 working rigs can generate USD 31m p.a. at the low-end dayrate of USD 25k/day and up to USD 90m p.a. at a dayrate of USD 40k/day, assuming 98% utilization

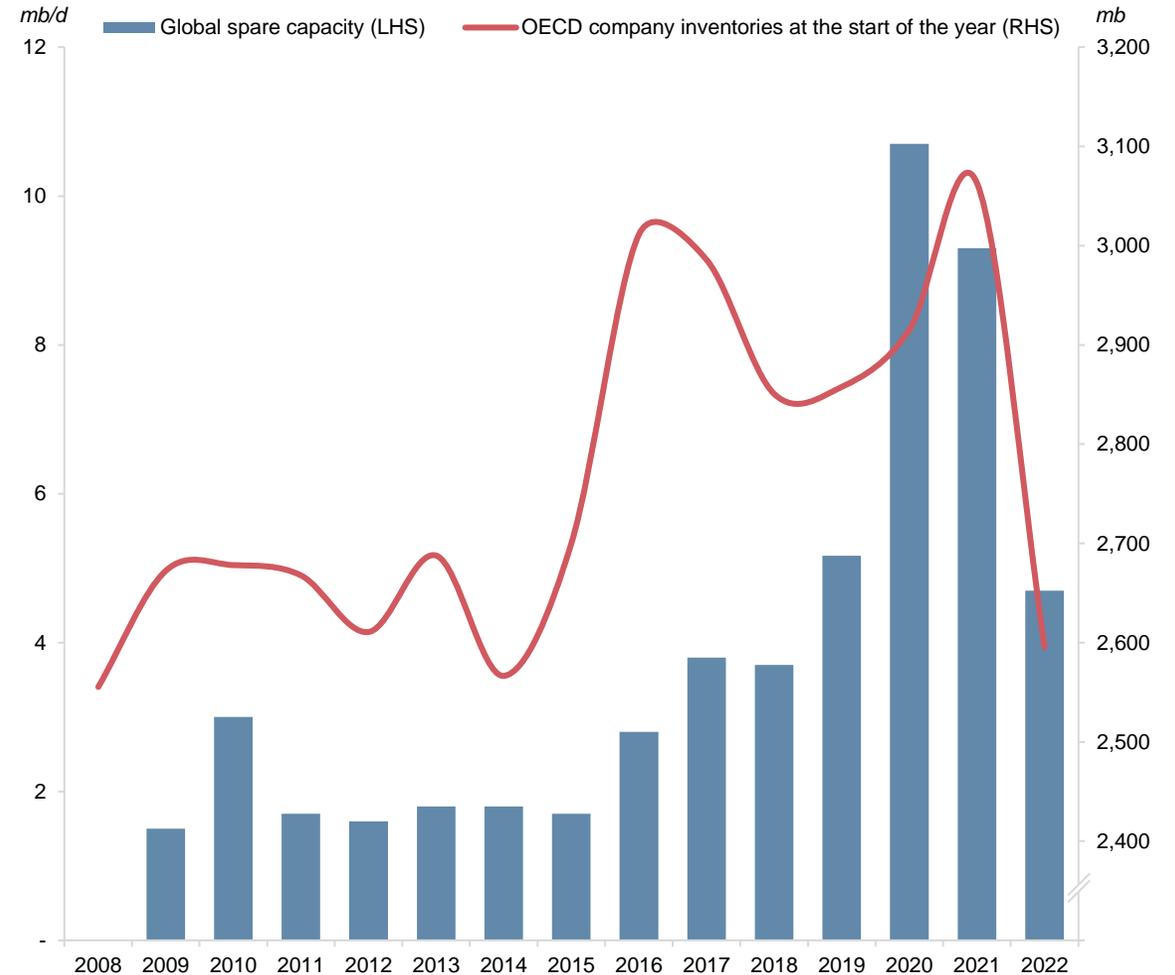
Note: 1) Fixed cost includes an estimated opex of USD 14k/day (excluding depreciation) going forward plus USD 6m p.a. in operations and warehouse support plus USD 2m p.a. in SG&A plus USD 700/day in capex, 2) Monthly or quarterly distributions are subject to an anticipated plan of maintaining a minimum level of liquidity of USD 11m or USD 1m per rig. Minimum liquidity is the total of free cash including amounts available under any revolving credit facilities which the company may enter into in the future. See footnote 2 on page 3 for further details about capital distributions, 3) Graphs do not represent NorAm Drilling's belief about future earnings at a given time and are simply meant to illustrate the earnings potential at various dayrates, 4) Dividend yield at prices post transaction assuming USD 75m raised at NOK 45

Energy crisis – world turns to oil with soaring energy prices

U.S. natural gas prices up 110% and oil prices up 12% YTD¹



Spare capacity of oil plummeting back to 2014 oil crisis levels



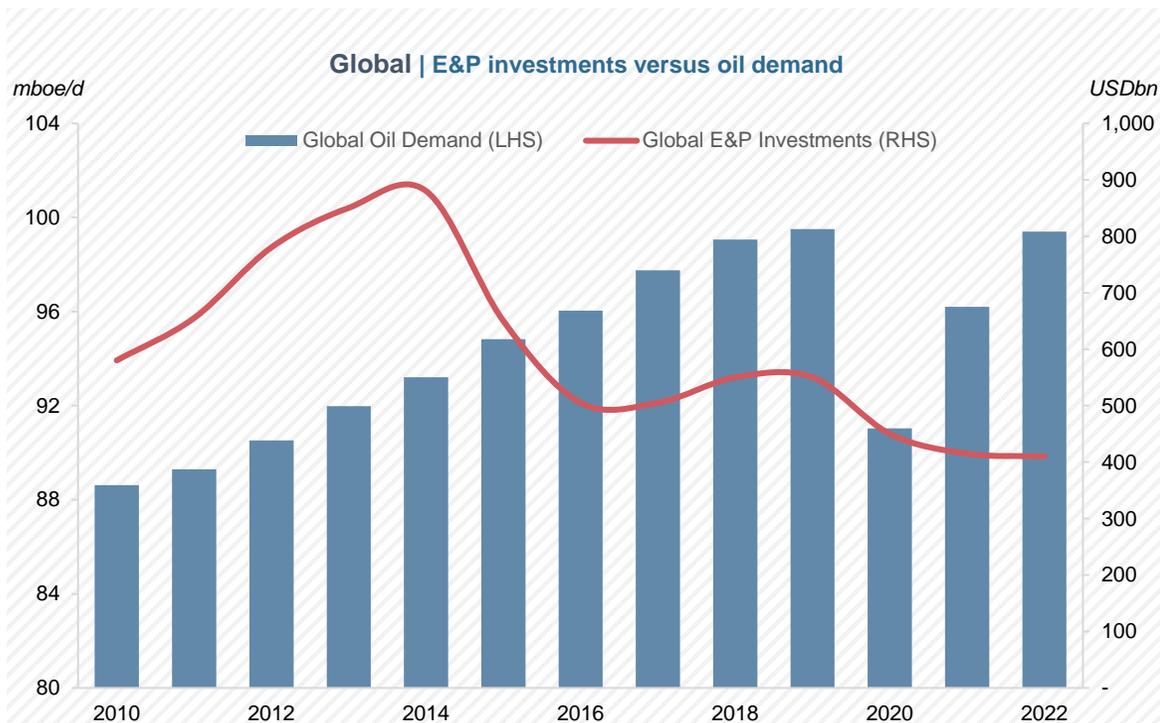
Note: 1) As of 20 September 2022, 2) Permian basin weighted average break-even cost based on Dallas Fed Energy Survey, adjusted for increase in dayrates since survey response date of March 2022,

3) Production weighted average break-even based on break-even cost of USD 1.80/mmbtu for Marcellus, USD 1.94/mmbtu for Utica and USD 2.50/mmbtu for Haynesville

Source: FactSet, Pareto Securities Equity Research, S&P Global Commodity Insights, Dallas Fed Energy Survey, U.S. Energy Information Administration

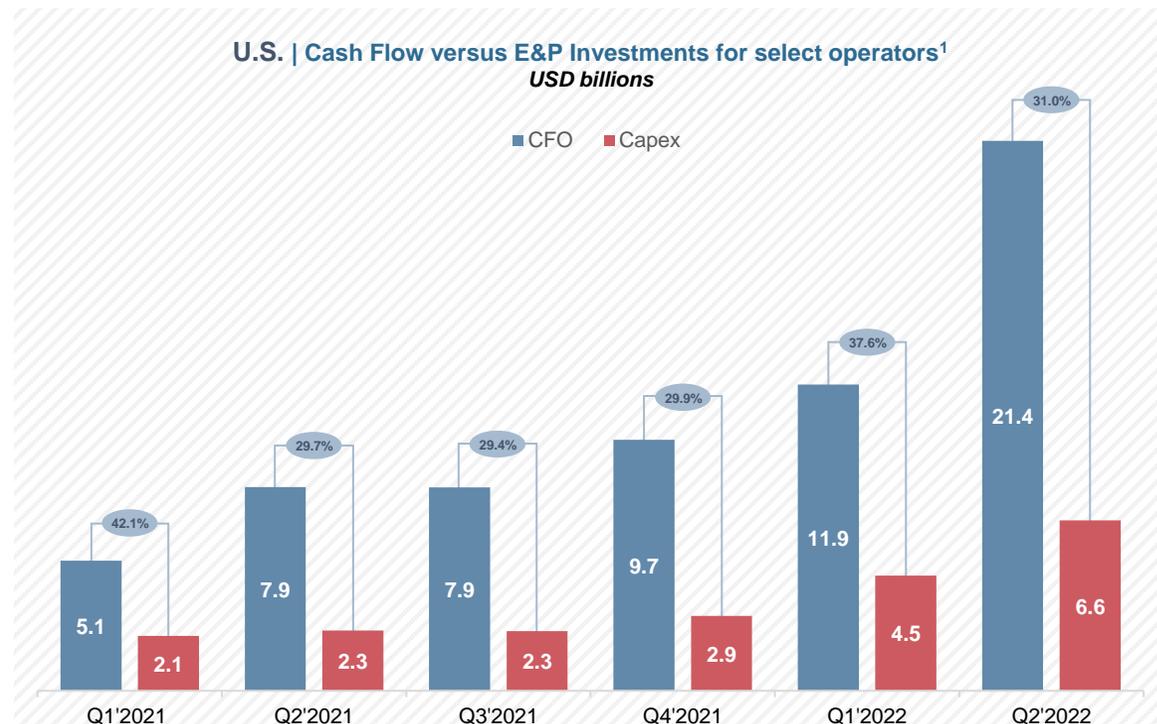
Energy crisis – lagging global and local investments

Additional E&P investments needed to support current oil demand...



- Underinvestment since 2016 due to oil price collapse following the U.S. shale growth and reduced demand in 2014/15
- Global E&P investment is set to grow to support demand of around 100m barrels per day

...however, we are seeing signs of increased investment activity

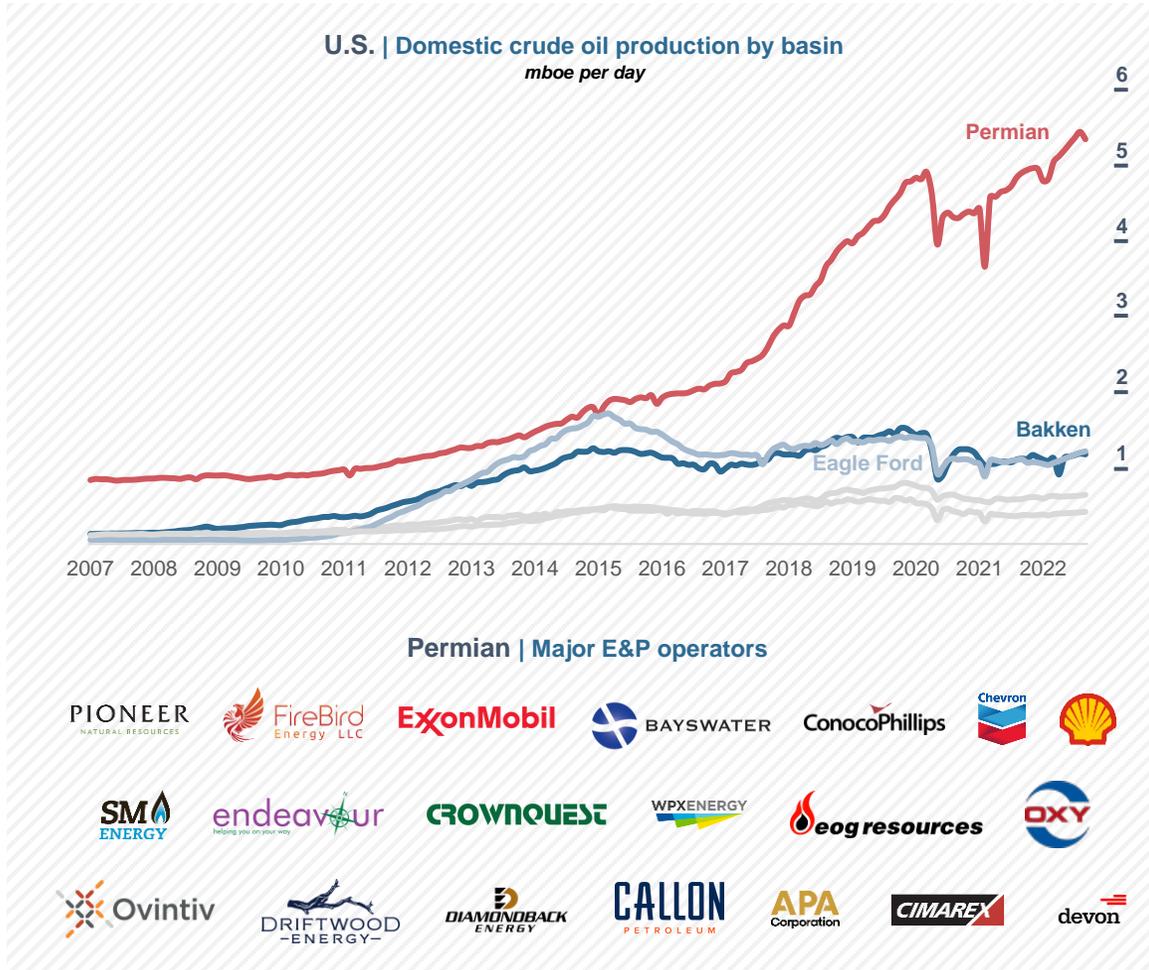


- E&P companies largely focused on dividends, buybacks and debt servicing/repayment, and the corresponding capex figures have remained steady without increasing capex to CFO ratio significantly
- After six weak years, select E&P's capex is bouncing back and have increased by ~50% so far this year

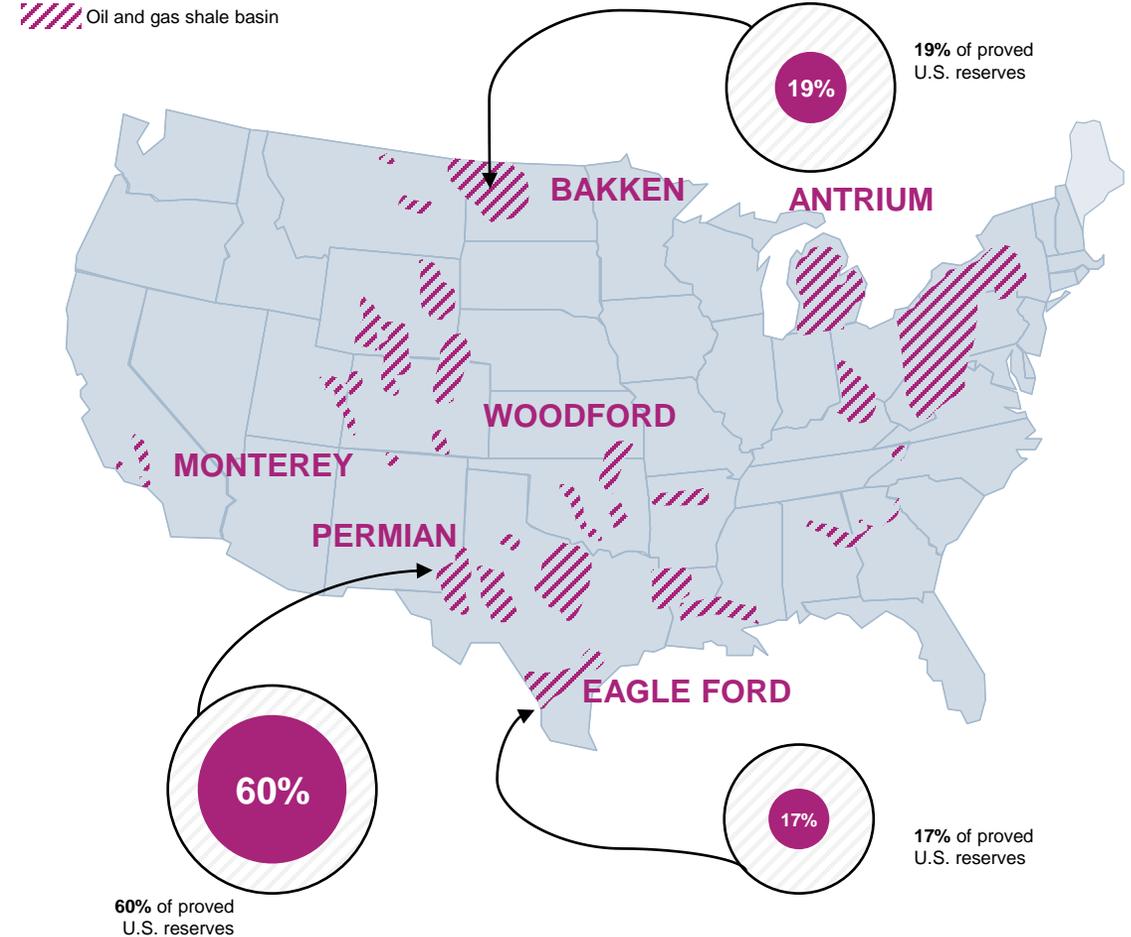
Note: 1) Includes Occidental Petroleum (Oxy), ConocoPhillips and Ovintiv. Cash from operations does not include change in working capital
Source: IEA, Bloomberg, Rystad, Pareto Securities Equity Research, Company presentations, Quarterly reports

The Permian basin is “the place to be” for onshore drillers

By far the most producing region in the US



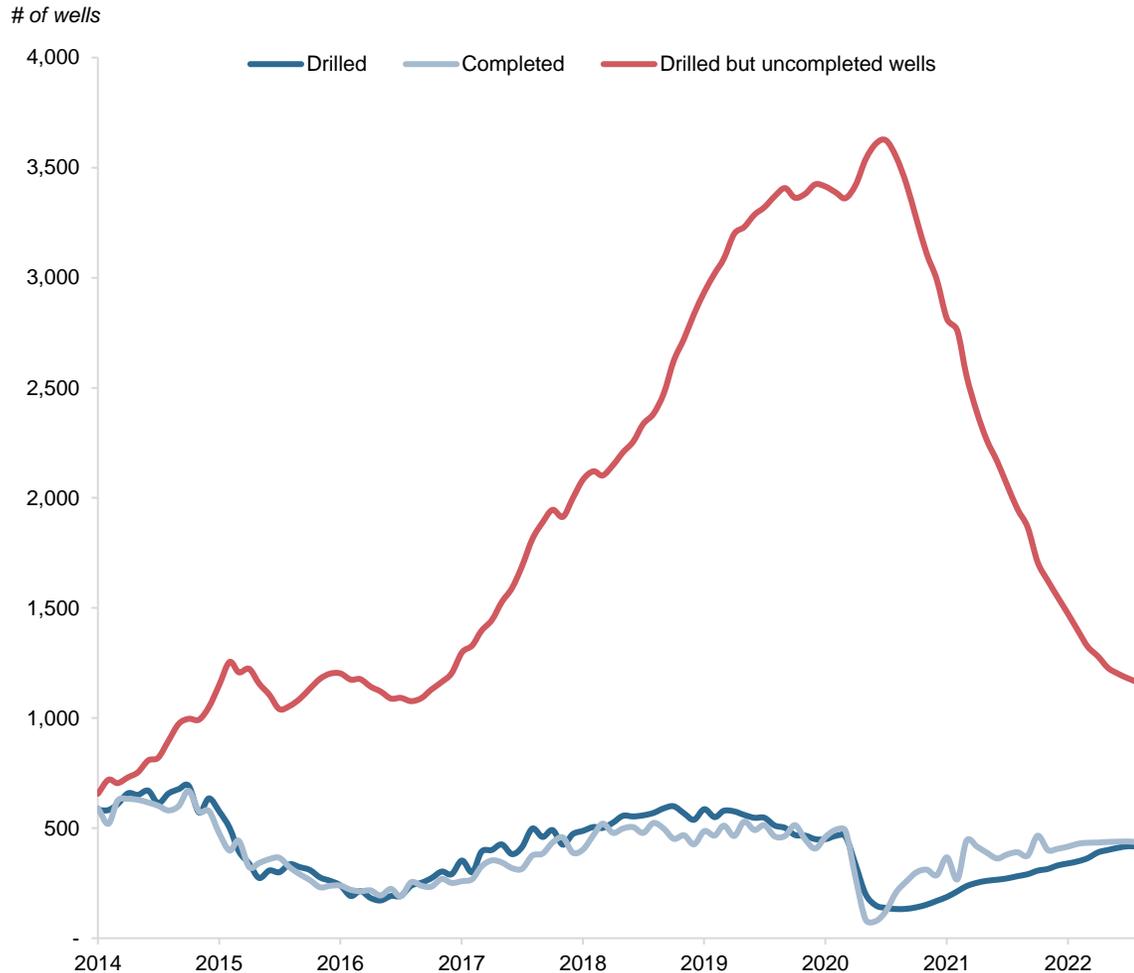
Permian sitting on the largest proved reserves¹



Note: 1) Crude oil and lease condensate proved reserves
Source: U.S. Energy Information Administration, S&P Global, Bloomberg

Permian basin is in need of increased drilling activity

Drilled wells in the Permian basin (2014 – August 2022)



Lower oil prices have led operators to limit their capex spending by completing drilled wells



DUCs¹ have drastically declined the past 2 years and operators are forced to increase capex spending to meet demand



NorAm is in a unique position with working rigs, whereas reactivation is costly

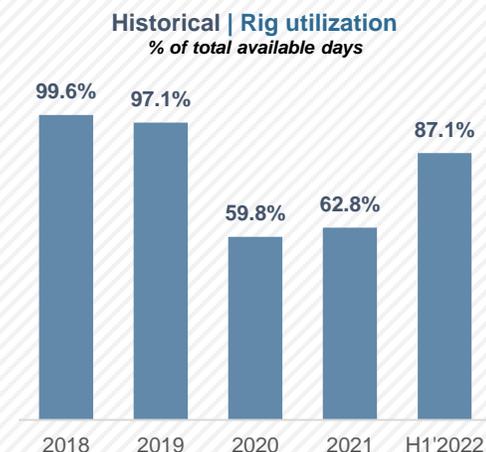
Note: 1) Drilled wells but not completed
Source: U.S. Energy Information Administration

NorAm key figures

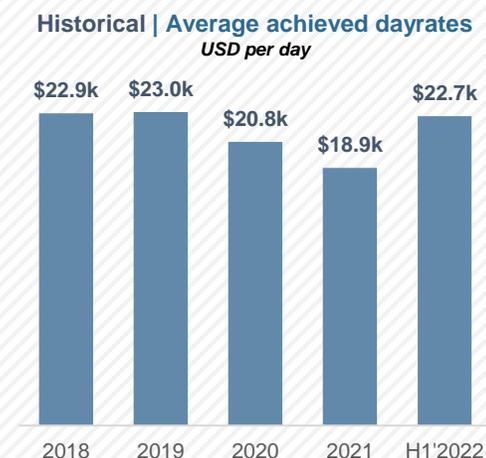
Historical cash flow

Annual (USDm)	2018A	2019A	2020A	2021A
Revenues	80	82	55	50
OpEx incl. G&A	(56)	(58)	(45)	(44)
EBITDA	23	24	10	6
Margin - %	29.2%	29.3%	18.0%	11.9%
Taxes paid	(2)	(1)	(0)	0
Change in WC	(1)	2	4	(1)
CapEx	(21)	(13)	(2)	(3)
Cash flow	(1)	11	11	2
Interest payable	(11)	(11)	(8)	(7)
New equity	23	0	0	0
Debt repayment	(9)	(10)	5	2
Free cash flow	2	(10)	8	(4)

Historical operating data



- Fleet 100% contracted
- Revenue backlog of \$50m
- Leading edge rates of low \$30k/day



- \$31m of capex to acquire and upgrade two rigs in 2018/2019
- Majority of 2020/2021 capex for Ultra Super Spec upgrades
- 2022 EBITDA on target for record

