Borr Drilling

BARCLAYS CEO ENERGY-POWER CONFERENCE

Patrick Schorn - CEO
September 6, 2023

Legal Notice

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Forward Looking Statements

This presentation and related discussions includes forward looking statements as defined in the Private Securities Litigation Reform Act of 1995, which may be identified by words such as "continue", "estimate", "expect", "illustrative," "intends", "may", "project," "potential," "will" and similar expressions and include expectations regarding industry trends and market outlook, including expected trends and activity levels in the jack-up rig and oil industry, expected financial results including Adjusted EBITDA guidance, utilization levels and tendering activity, contract coverage, expected number of rigs in operation, day rates, improving market rates and activity levels and expected impact on Adjusted EBITDA, expectation of being set to deliver strong results, order book for new rigs, supply of and demand for jack-up rigs, including expectation of reduced supply and that orderbook is insufficient to address demand, expected pricing and timing of delivery of new rigs, contract coverage and rates including options, statements with respect to tendering and contracting activity, including contracting of our fleet, demand for and expected utilization of our rigs, contract backlog, LOIs and LOAs and options, statements on the slide entitled "Illustrative Adjusted EBITDA" including Illustrative Adjusted EBITDA potential, assumed dayrates, illustrative revenue potential, illustrative operating costs and other assumptions and indicative data included therein, the expectation that 2024 Adjusted EBITDA will enable a global refinancing, expected leverage, and other non-historical statements. These forward-looking statements are subject to risks, uncertainties, contingencies and other factors could cause actual events to differ materially from the expectations expressed or implied by the forward-looking statements included herein, including risks relating to our industry, business and liquidity, the risk that our actual results of operations in future periods may differ materially from the expected results, guidance, outlook, potential and illustrations discussed herein, the risk of delays in payments to our JVs and payments from our JVs to us, the risk that our customers do not comply with their contractual obligations, risks relating to industry conditions, risks relating to geopolitical events and inflation, risk relating to global economic uncertainty, and energy commodity prices, risks relating to contracting, including our ability to convert LOIs and LOAs into contracts, the risk that options will not be exercised, the risk that backlog and revenue potential will not materialize as expected, risks relating to the operations of our rigs and ability to achieve expected operation dates in terms of activation, mobilization and delivery of rigs and commencement of contracts and the terms of contracts, risks relating to market trends, tender activity and rates, risks relating to the maturity of our secured debt in 2025, and our bonds maturing in 2026 and 2028, risks relating to our liquidity, the risk that our available liquidity is not sufficient to meet or refinance our liquidity requirements, risks relating to cash flows from operations, risks relating to our loan agreements and other debt instruments and rig purchase and finance contracts, including risks relating to our ability to comply with covenants and obtain any necessary waivers and the risk of cross defaults, risks relating to our ability to meet or refinance our significant debt obligations including debt maturities and obligations under rig purchase and finance contracts and our other obligations as they fall due, risks relating to our ability to continue as a going concern as described under "Going Concern" in our unaudited financial statements for the six months ended June 30, 2023 and other risks described in our working capital statement included in our most recent audited and unaudited financial statements, risks relating to future financings including the risk that future financings may not be completed when required and the risk that the foregoing would result in insufficient liquidity to continue our operations or to operate as a going concern, risk relating to our newbuild purchase and financing agreements, risks relating to our plans and agreements to sell the remaining of the three newbuild rigs we have agreed to sell, risk related to climate change, including climate-change or greenhouse gas related legislation or regulations and the impact on our business from climate-change related physical changes or changes in weather patterns, and the potential impact of new regulations relating to climate change and the potential impact on the demand for oil and gas, risk relating to the military action in Ukraine and its impact on our business, the risk that future rates and other measures used in the presentation of illustrative measures are materially different from the assumptions underlying illustrative measures presented herein and other risks included in our filings with the Securities and Exchange Commission including those set forth under "Risk Factors" in our annual report on Form 20-F for the year ended December 31, 2022.

Non-GAAP Financial Measures

This presentation contains the following selected financial measures on basis other than U.S. generally accepted accounting principles ("GAAP"): Adjusted EBITDA, Adjusted EBITDA margin, illustrative Adjusted EBITDA and illustrative revenue potential . We define Adjusted EBITDA as our periodic net income/(loss) adjusted for: depreciation and impairment of non- current assets, other non-operating income; (income)/loss from equity method investments, total financial (income) expense net, income tax expense, amortization of deferred mobilization costs and revenue. We define Adjusted EBITDA margin as Adjusted EBITDA divided by revenue for the relevant period. Adjusted EBITDA is presented here because the Company believes that the measure provides useful information regarding the Company's operational performance. For a reconciliation of Adjusted EBITDA to Net income/(loss), please see the section of our quarterly and annual earnings reports for the relevant periods entitled "Unaudited Non GAAP Measures And Reconciliations". For a discussion of illustrative Adjusted EBITDA and revenue potential see slide 10 including the footnotes thereto. We are unable to prepare a reconciliation of illustrative Adjusted EBITDA or illustrative revenue potential without unreasonable efforts.

A Leading Pure Play Company

Fleet

24
Premium rigs[1]

Modern Fleet

~6yr
Average Age

People

2,250 (offshore)
300 (onshore)

Fleet Utilization[2]

100%

Contract Backlog[3]

$1.83bn

Adjusted EBITDA Margin[4]

45%

Source: Company data as of September 1, 2023
[1] Based on all 22 rigs delivered and 2 rigs under construction
[2] Based on all 22 rigs contracted and committed
[3] Based on Q2 2023 reported data and adjusted for additional reported contracts in Q3 2023. Including LOAs, five rigs operating in Mexico under a JV on 100% basis and mobilization revenues, excluding unexercised options.
[4] Based on results for Q2 2023

Modern Jackup Fleet & Global Presence

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22 Contracted

0 Warm Stacked

2 Under construction

Strong Experience and Portfolio

Increased NOC Exposure

Currently 2 out of 3 backlog days are with NOCs (vs. 2 out of 5 in 2019)

Jackup Market is Tight with Modern Rigs in Short Supply

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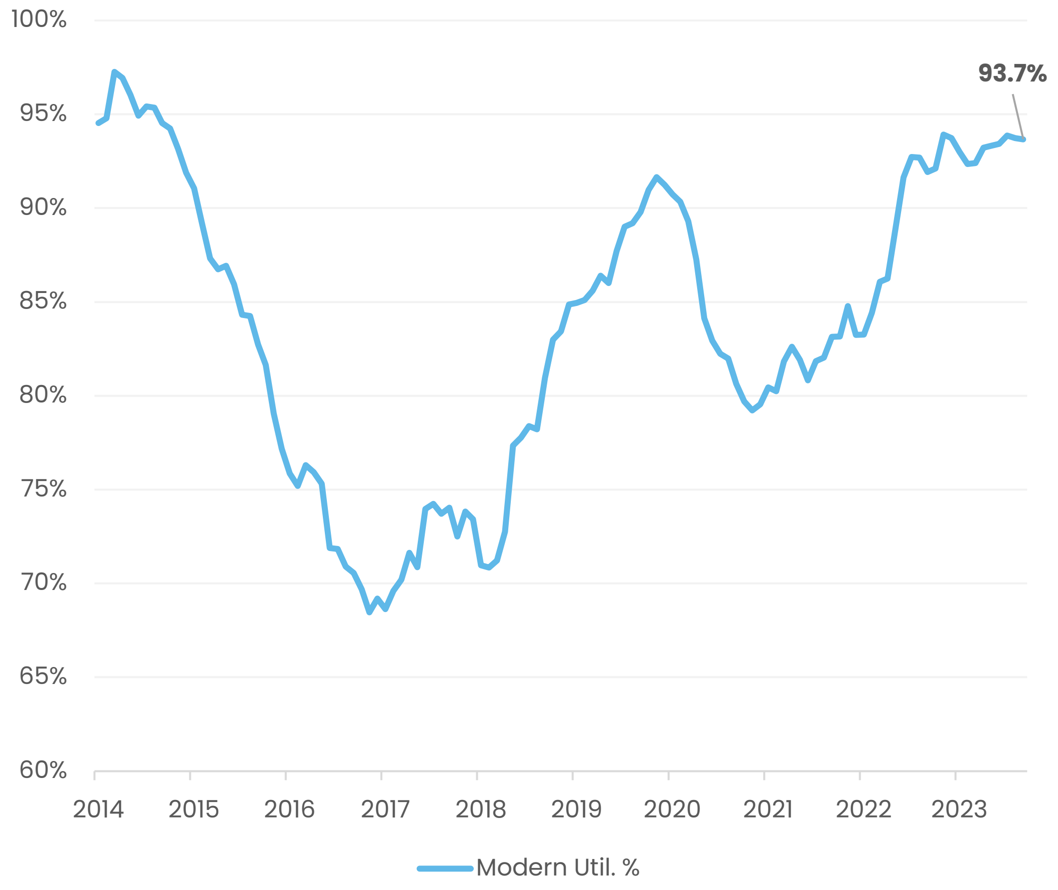
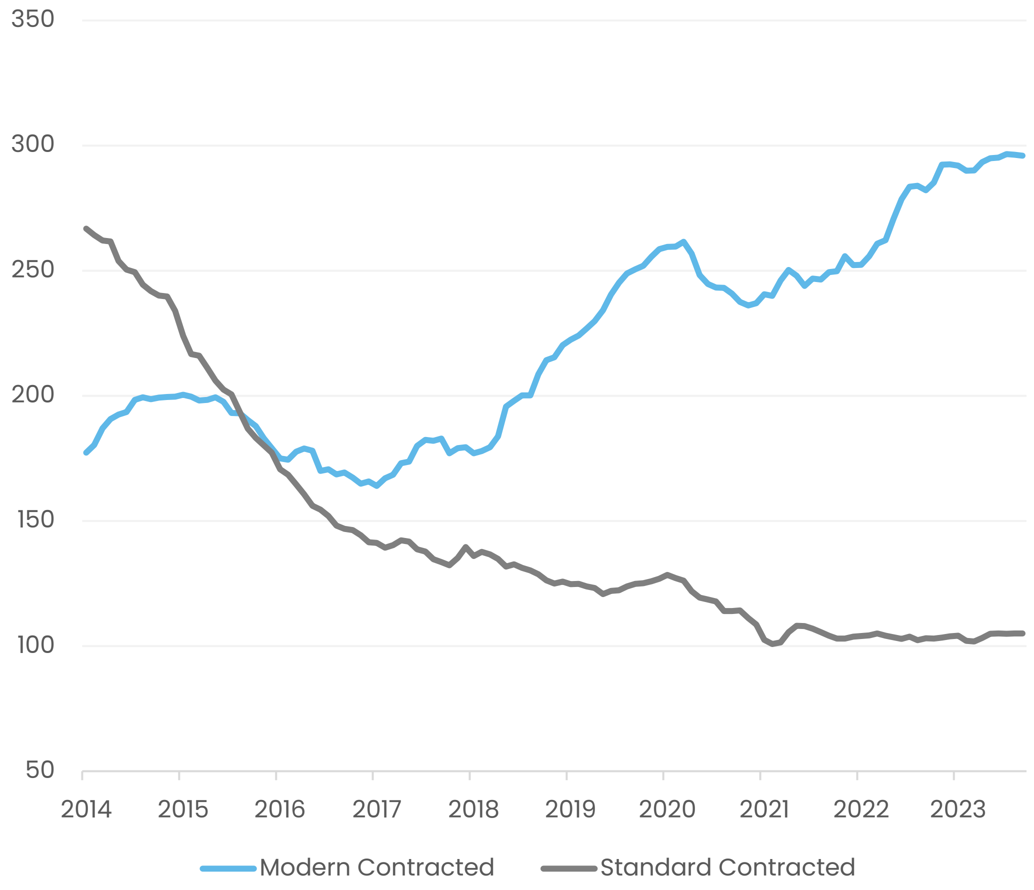
Utilization back at 2014 levels



Modern rigs taking the lion's share of demand



Source: Petrodata by S&P Global
Modern rigs are units delivered in 2000 or after

The Global Jackup Fleet at a Glance

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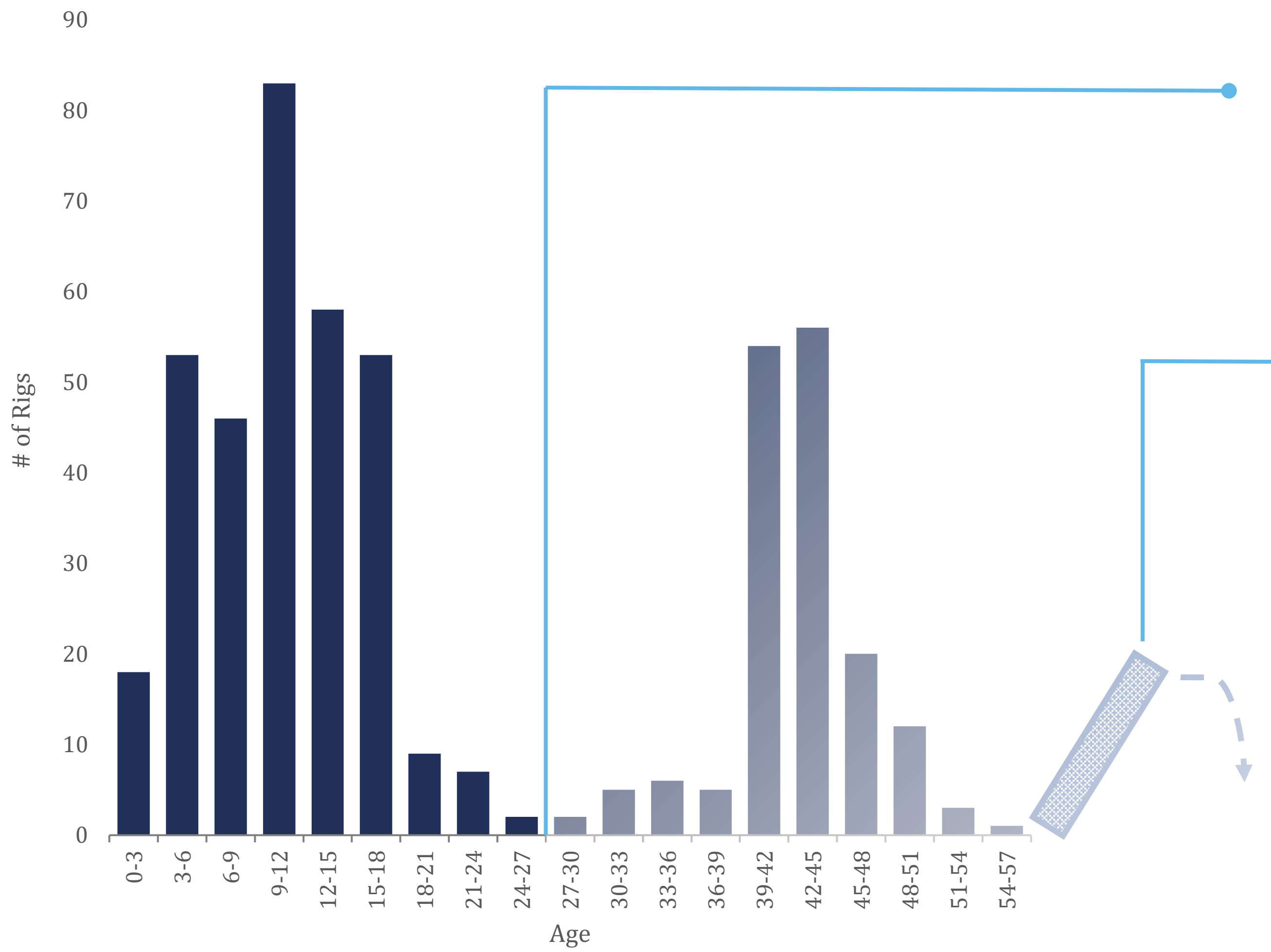


Over 30%

of the jackup fleet is 30+ years

Over 150

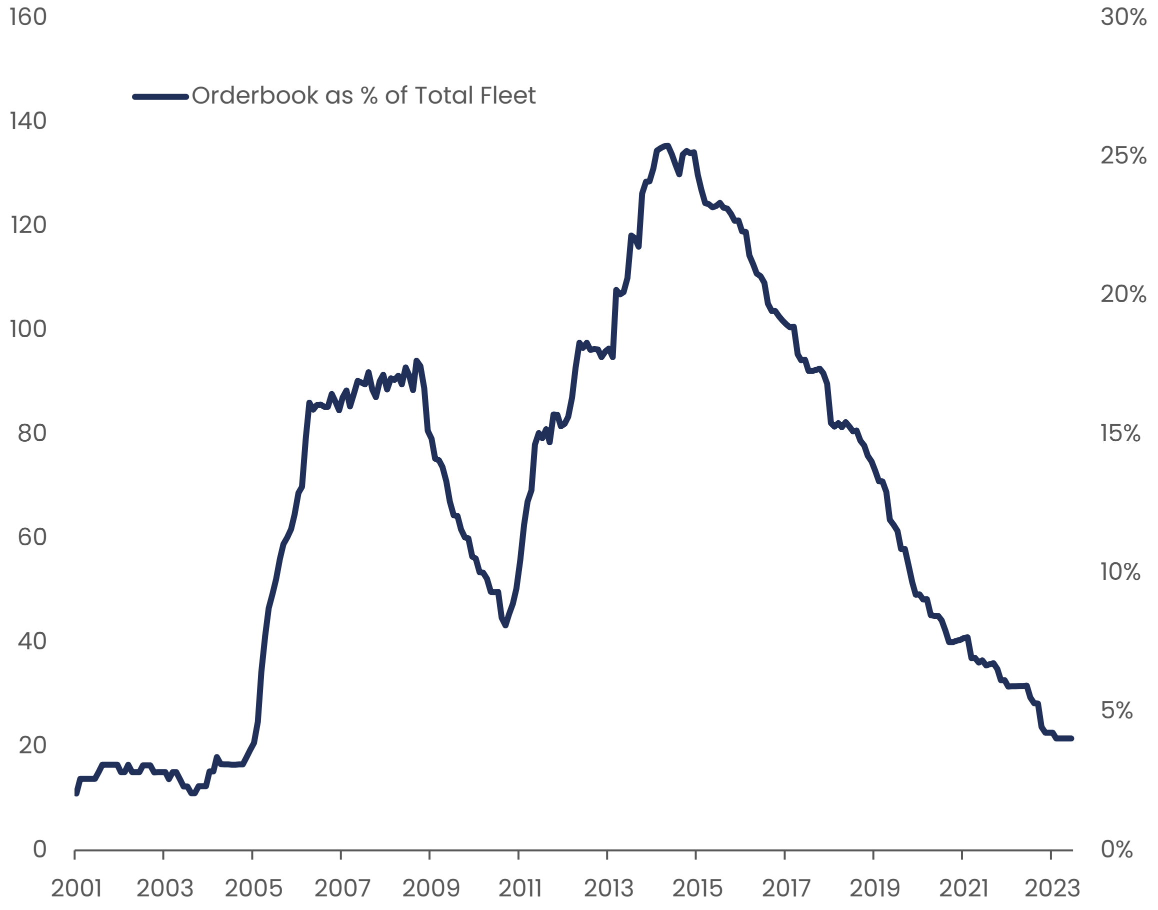
jackups retired from the fleet since 2015

38 years

average age of retired rigs

Source: Petrodata by S&P Global

Orderbook Insufficient to Address Demand



Source: Petrodata by S&P Global

Reduced Supply

20 rigs under construction remain in the yard (vs. 29 at 2021YE and 49 at 2020YE)

4 rigs under construction have future contracts or are owner-operated

Limited New Capacity

Several of the rigs under construction are in early stages and should require 24+ months for completion

Record Low Orderbook

Ratio of available rigs under construction to total fleet at ~3%, a record low since early 2000's

No New Orders in Sight

Price for new orders expected to exceed prior cycle prices and approach $300 million

Delivery times at 3+ years for order

Set to Deliver Strong Results

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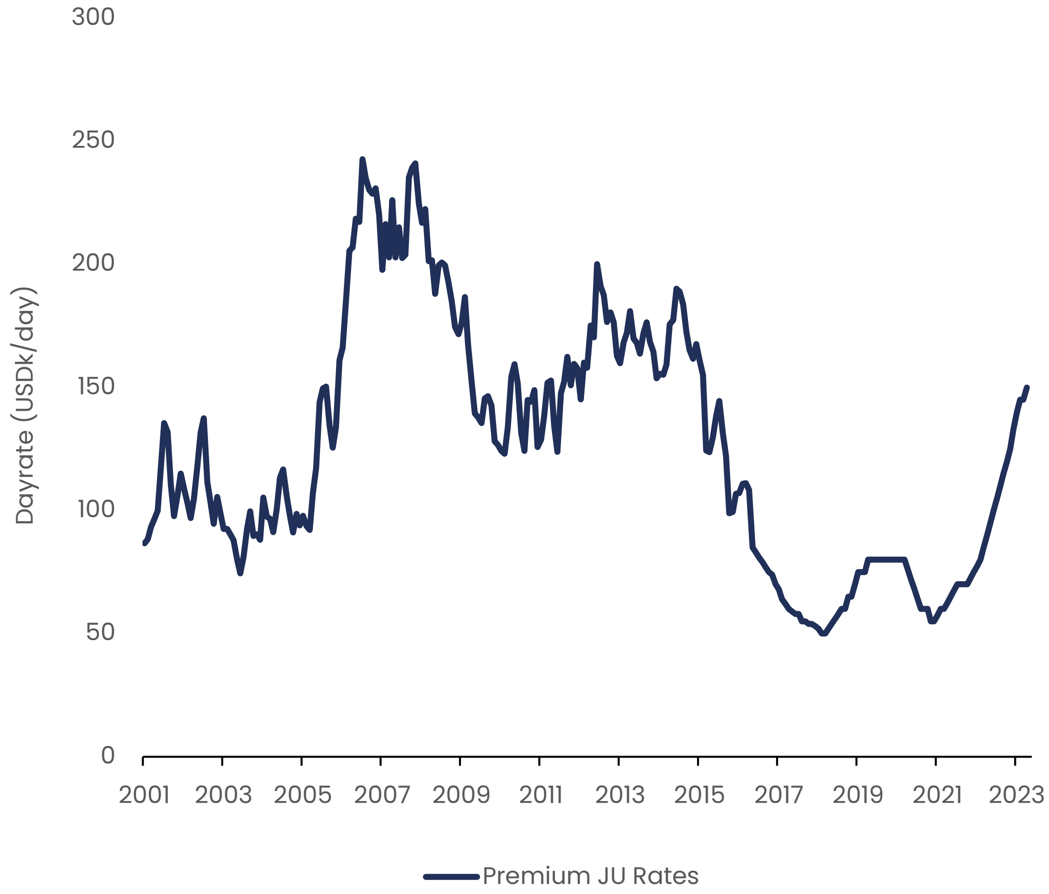
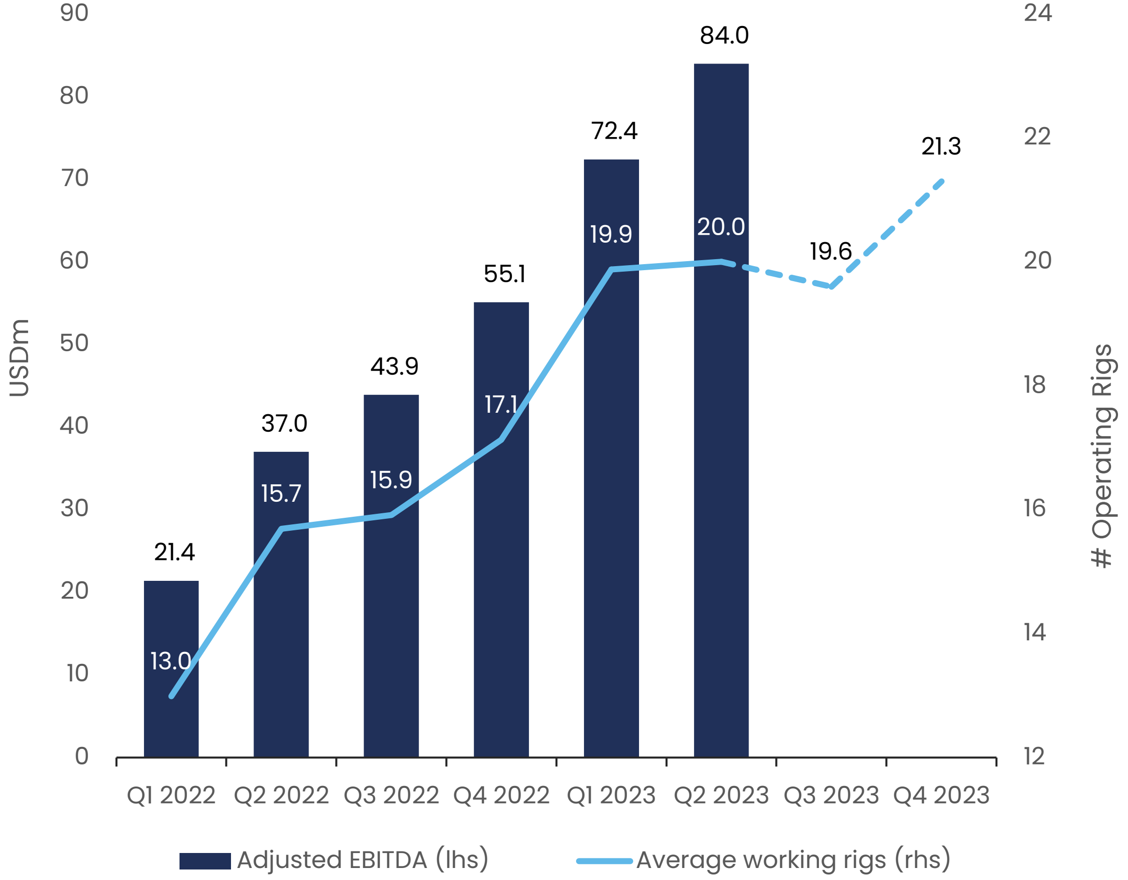
Market Rates Sharply Improving for Modern Rigs



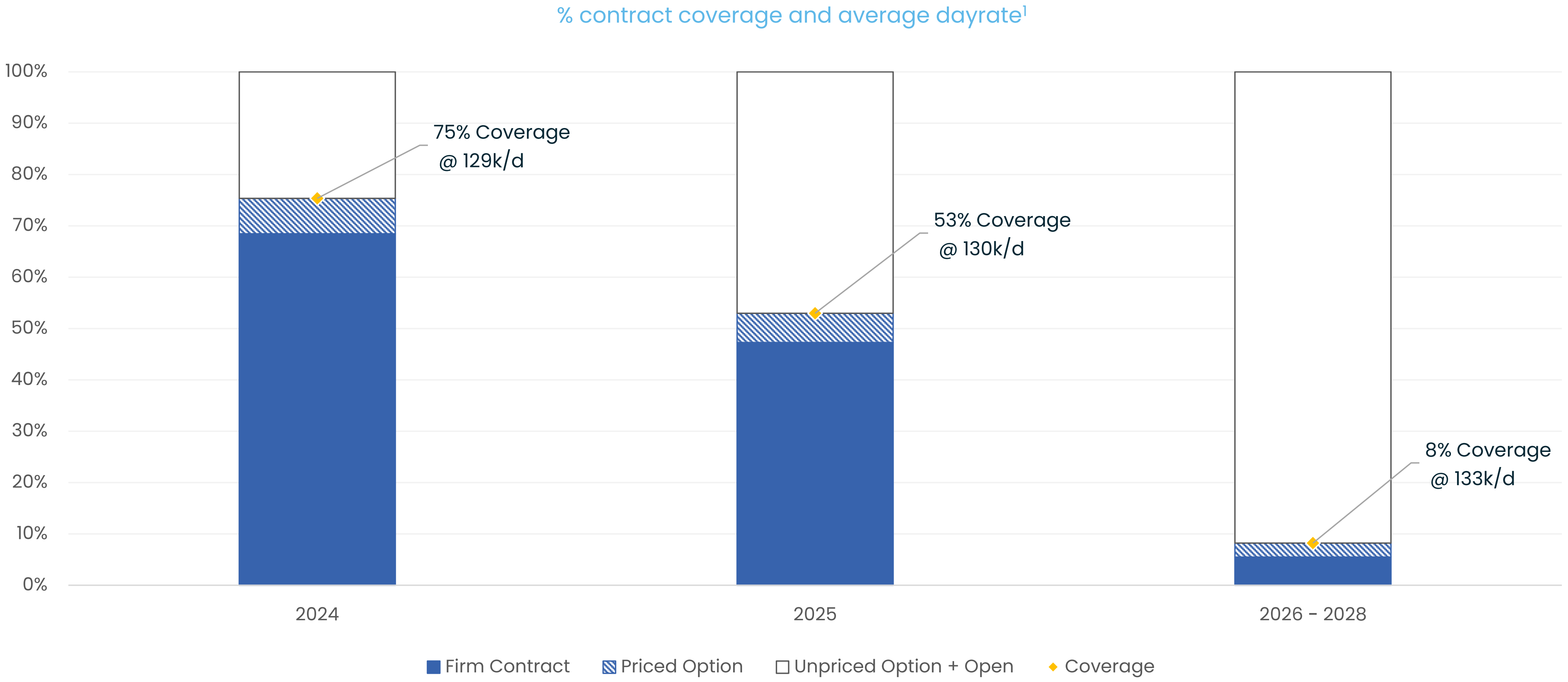
Higher Rates and Activity Levels Lifting Adjusted EBITDA

Adjusted EBITDA and Average Operating Rigs



Source: Petrodata by S&P Global, DNB Markets, Company Data
Adjusted EBITDA is a non-GAAP measures, for further information please refer to slide 2 “Legal Notice”

Solid Fleet Coverage at Market Leading Rates



Source: Company data as of September 1, 2023
[1] Contract coverage shown as percentage, including priced options. Average dayrate shown including priced options and calculated dividing total contract backlog by backlog days.
Backlog and average dayrates include LOAs, five rigs operating in Mexico under a JV on 100% basis, and mobilization revenues. Specifically for this slide, the company has indicatively included into the calculations of contract coverage, backlog and dayrate, the effect of unexercised priced options based on the anticipation that such options are below current market rates and likely to be exercised. Unless stated otherwise, all other references to backlog exclude priced and unpriced options until they are exercised by the customer.

Illustrative Adjusted EBITDA

		2024			2025			2026		
Illustrative rig days available	*days*		8,143			8,760			8,760	
Contracted Revenue Backlog [1]	*pct.*		*75%*			*53%*			*18%*	
Average Backlog Dayrate [2]	*$/day*		*129*			*130*			*125*	
Contracted Revenue Backlog [3]	*$m*		751			573			185	
Uncontracted Coverage			*25%*			*47%*			*82%*	
Illustrative Scenarios		*150k/d*	*175k/d*	*200k/d*	*150k/d*	*175k/d*	*200k/d*	*150k/d*	*175k/d*	*200k/d*
Illustrative revenue for uncontracted days [3]	*$m*	271	316	361	556	649	741	973	1,135	1,297
Total Illustrative Revenue Potential	**"**	**1,022**	**1,067**	**1,112**	**1,129**	**1,222**	**1,315**	**1,158**	**1,320**	**1,482**
Illustrative Operating Costs [4]	"		456			515			541	
Adjustment for estimated amortised mobilisation revenue			-40			-20				
Illustrative Adjusted EBITDA Potential	**"**	**526**	**571**	**616**	**594**	**687**	**779**	**617**	**779**	**941**

The above table of illustrative Adjusted EBITDA is made for illustrative purposes only and does not represent the Company's forecast or guidance for the years 2024 -2026.

[1] Includes firm contracts and priced options

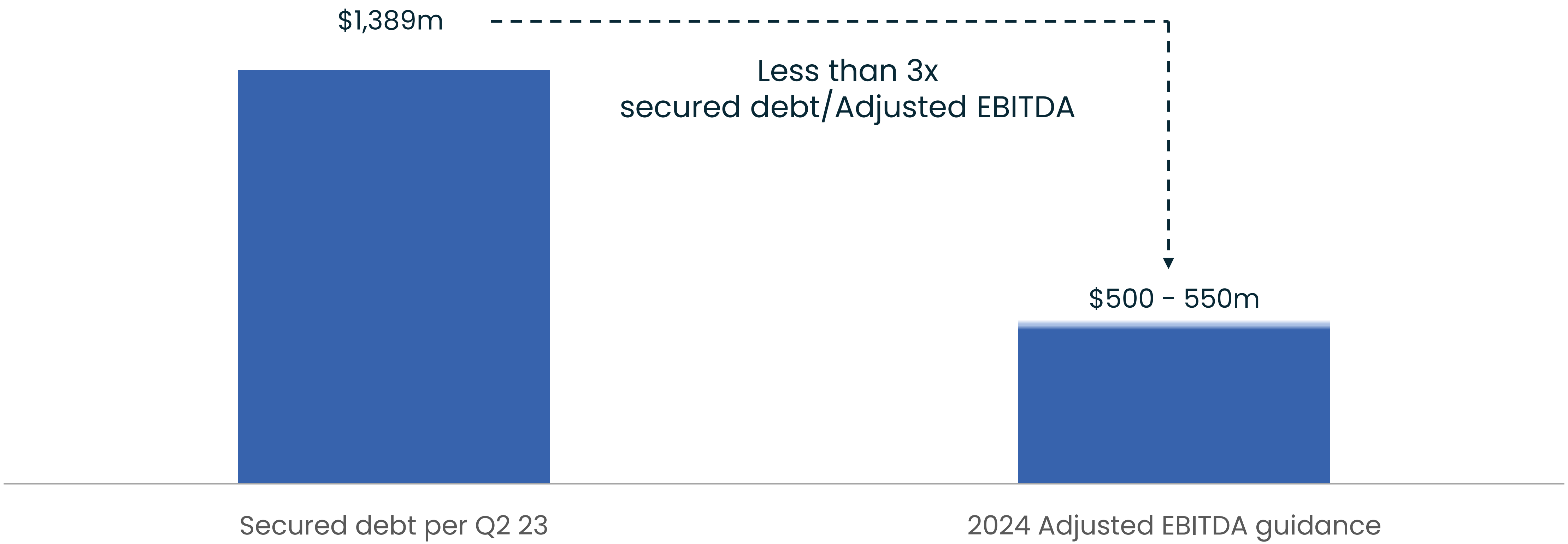
[2] Includes amortized mobilization related revenues and dayrates for rigs in Mexico JVs on 100% basis. For our JVs in Mexico, we charter 5 rigs under a bareboat charter to Performex and Performex II, entities in which we have a 51% interest, with the remaining 49% interest held by our JV partner. In our consolidated financial statements, we recognize the bareboat charter revenues from these charters and not the dayrates charged by the JVs to the customer. Illustrative revenue potential includes the full day rates because it eliminates the impact of the bareboat charter arrangement with JVs and reflects the actual dayrates earned by the rigs, which makes the measure more comparable to revenues of other operators and to average backlog dayrate and to the industry's reported dayrates.

[3] Assumes 95% Economic Utilization for Contracted Days and 90% for Uncontracted Days. Backlog includes LOAs, five rigs operating in Mexico under a JV on 100% basis and mobilization revenues

[4] Assumes all rigs available are operating. Based on 56k/d Opex and SG&A in 2024 - increased by 5% assumed inflation p.a. in 2025 and 2026. includes Mexico JV rigs on 100% basis

Illustrative Adjusted EBITDA and revenue potential are non-GAAP measures. A reconciliation of the illustrative Adjusted EBITDA or revenue potential cannot be presented without unreasonable effort

2024 Adjusted EBITDA Expected to Enable Refinancing



- All **22 delivered rigs** are activated and on contract – already **75% contract coverage for 2024**
- Current **$150m secured bond due 2026 trading at ~8.5% YTM**

Secured debt per Q2 2023 shows reported principal and back-end fees in Note 16 of the Company's Q2 2023 Financial Report on Form 6-K. Excludes $250m unsecured convertible bond.
Bond trading price as per indicated price Bloomberg September 4, 2023

In Conclusion

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Strong Q2 2023

45% Adj. EBITDA margin

Earnings fall through of 75% on the additional revenue Q-on-Q

Backlog quality improving with higher dayrates

Premium assets

Premium pricing

The refinance of 2025 debt maturities is a key priority

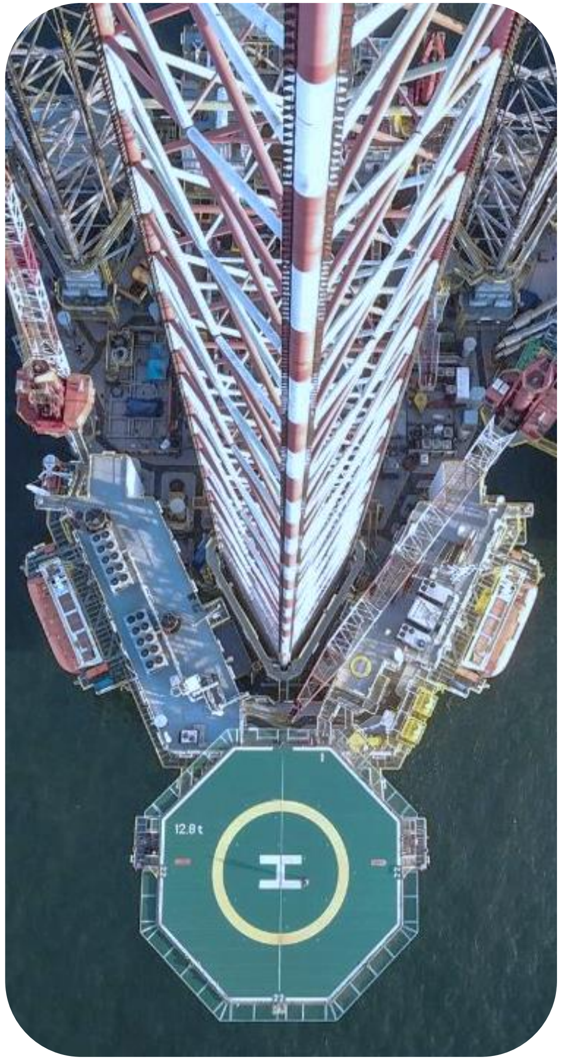
2024 Adjusted EBITDA forecast expected to enable refinancing

Aim for streamlined capital structure – to allow for dividends

Operational excellence and focus on safety is paramount

100% contracted utilization

Q2 2023 technical uptime of 98.7%



BUILT TO MAKE A DIFFERENCE

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