Borr Drilling

Sustainability **Report 2024**

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Sustainability Report 2024

Message from the CEO

Reflection on 2024

Borr Drilling closed 2024 with a 24-rig premium jack-up fleet, completing our multi-year newbuild program with the delivery of Var and Vali. While global conditions created headwinds in the second half of the year, our diverse footprint enabled us to continue serving customers reliably across regions such as West Africa and Southeast Asia—demonstrating the resilience of our people and the strength of our operating model.

We entered 2025 with a solid operational foundation, no remaining growth capex, and one of the youngest fleets in the industry. This positions us to deliver safe, efficient, and lower-emission drilling solutions—helping to meet the world's energy needs while supporting the transition to a more sustainable offshore sector.

Operational Focus

At the core of our business is a commitment to "Zero Harm, One Safe Day at a Time." In 2024, we enhanced safety tools, strengthened our audit and verification processes, and expanded HSE support to mentor and coach our offshore teams.

These efforts contributed to a Technical Utilization rate of 98.9%—a clear reflection of our teams' professionalism. By embedding safety and workforce development into our daily operations, we not only protect our people but also strengthen the long-term sustainability of our business and the communities we support. Safety, efficiency, and people remain the foundation of our success as we solidify our position as leaders in shallow-water drilling.

Two initiatives illustrate our progress in 2024:

- **Jack-up Electrification:** In partnership with a customer, we upgraded the Prospector 1 rig to run entirely on renewable offshore power, cutting emissions by an estimated 10,000 metric tons of CO_2e annually.
- **Energy Efficiency:** More than half of our fleet is equipped with advanced power management technology, which enables a reduction in fuel use and emissions by up to 10%, with further possible gains supported by real-time energy analytics.

ESG Focus

Sustainability is central to Borr Drilling's long-term strategy. In 2024, we advanced our ESG materiality assessment, strengthened transparency through continued Global Reporting Initiative (GRI) and Carbon Disclosure Project (CDP) disclosures, and maintained a B score in both the CDP Climate and CDP Water categories. We have been reporting to CDP since 2019, reflecting our ongoing commitment to accountability and progress.

We also set a clear target: to reduce our Scope 1 & 2 carbon intensity per operating day by 15% by 2030 (baseline 2021). To achieve this, we are deploying emission reduction technologies and collaborating with industry partners. As part of our broader commitment, we purchased 1,016 tonnes of carbon credits in 2024 to offset emissions from office operations and business travel.

Looking Forward

While near-term market volatility is likely to continue, oil and gas will remain vital to meeting global energy needs and supporting development. With one of the youngest and most capable fleets in the industry, we are well positioned to deliver safe, efficient, and responsible operations today, while advancing technologies and practices that support a lower-carbon offshore industry for tomorrow.

Our commitment to safety, environmental stewardship, and transparent business practices will remain the foundation of our strategy as we advance toward long-term leadership in shallow-water drilling.

Leadership Transition

This report reflects the accomplishments of 2024 under the leadership of Patrick Schorn, who has served as Chief Executive Officer since 2020 and continued in that role through mid-2025. Effective September 1, 2025, Bruno Morand was appointed CEO, with Patrick transitioning to the role of Executive Chairman. This orderly transition underscores the strength of our governance and ensures continuity of the values that define Borr Drilling.

As the new CEO, I want to recognize Patrick's leadership in building a solid foundation of operational excellence, safety, and sustainability. I am honored to continue building on that legacy as we work with our teams and stakeholders to advance our strategy, strengthen our competitive position, and deliver sustainable value as we further establish Borr Drilling as the leader in shallow-water drilling.

Sincerely,

Patrick Schorn
Chief Executive Officer, 2024
Executive Chairman, Borr Drilling

Bruno Morand
Chief Executive Officer,
Borr Drilling

Our Business

Our Business

Borr Drilling is a leading international jackup drilling contractor within the oil and gas industry. Our expertise lies in owning and operating modern high-performance jackup drilling rigs designed for the operation of shallow-water drilling of depths up to approximately 400 feet.

We deliver industry-leading drilling operations, with a strong emphasis on safety, efficiency, and sustainability. Borr Drilling provides tailored services across exploration, production, workover, plug and abandon, and carbon capture & storage (CCS) drilling services. Leveraging a modern fleet of high-performance drilling rigs and a proven track record of operational excellence, we ensure our clients have the resources and expertise necessary to achieve safe, reliable, and cost-effective outcomes.

Our success is driven by the collective expertise of our skilled individuals across the organization. To support our operations and ensure efficient delivery of service, we have established a network of onshore offices in strategic locations. These offices act as central hubs to coordinate key functions such as operations, procurement, maintenance, and administration, enabling seamless and efficient service delivery across all projects.

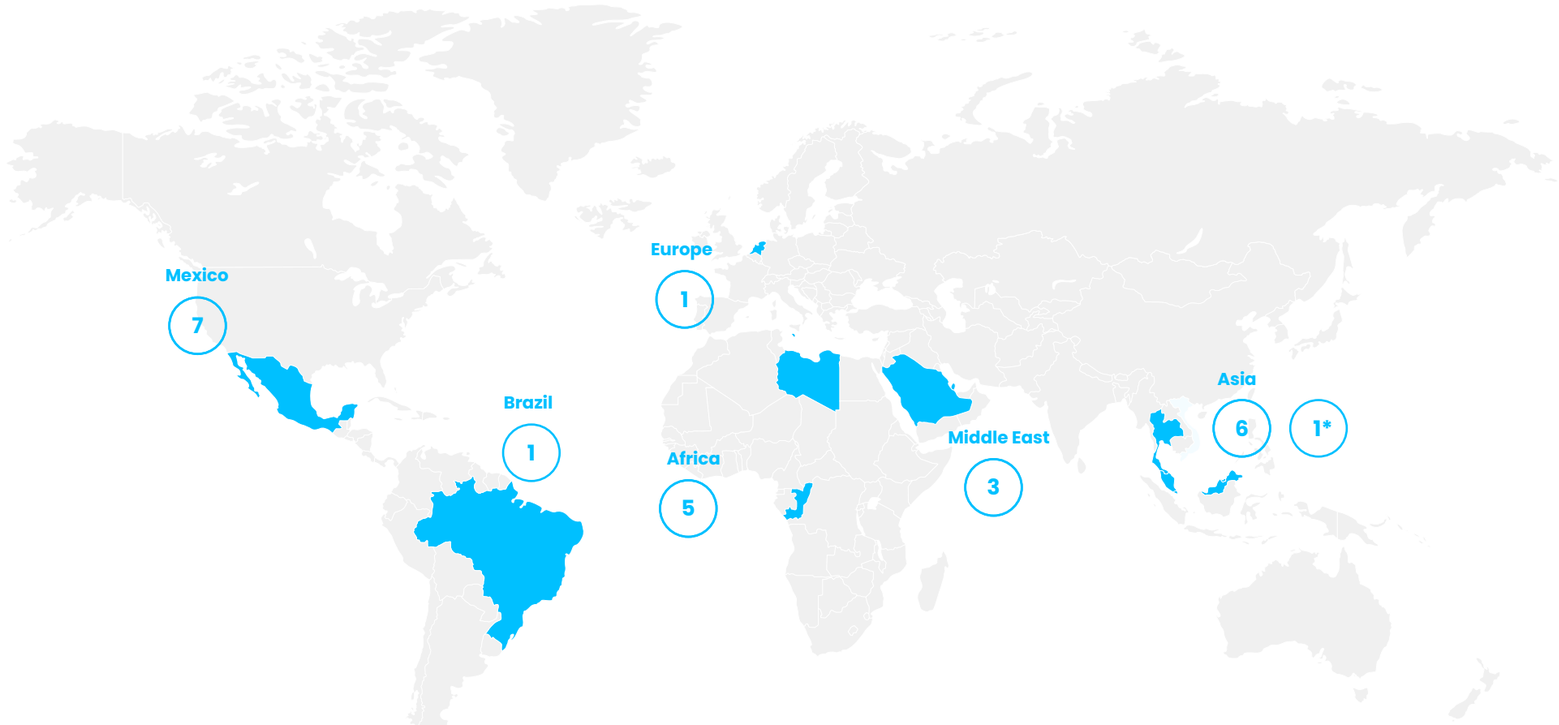
At the corporate level, our offices provide strategic leadership and oversight across essential functions, including strategic planning, finance, legal, occupational health and safety, technical support, and human resources. This centralized governance plays a critical role in aligning operational performance with our long-term business objectives. By fostering collaboration, maintaining compliance, and driving innovation, our corporate teams ensure that every aspect of the organization contributes to our vision of sustainable growth, operational excellence, and industry leadership.

Our Competitive Advantage

- Modern, highly capable and one of the youngest fleets in the industry
- Diversified customer portfolio
- A leading pure-play jackup company ensuring a high level of expertise in the sector
- Strong focus on development of local work forces
- Leading sustainable initiatives
- Global presence

Borr Drilling
Operations 2024*

24 Jackup Rigs in Total



Company Structure

Corporate

Focuses on strategic planning, finance, legal, human resources, and other corporate functions necessary for managing the overall operations and growth of the company.

- **Bermuda** (Headquarters)
- **London**
- **Aberdeen**
- **Oslo**
- **Dubai**

Regions

These offices serve as support centers for coordinating and managing operations, logistics, procurement, maintenance, and administrative functions related to rig operations.

- **Europe & Africa** (6 Rigs)
- **Middle East** (3 Rigs)
- **Asia** (6 Rigs)
- **Americas** (8 Rigs)
- **Shipyard Singapore*** (1 Rig)

Operating Rigs

Our operating rigs support drilling and workover activities to explore and produce oil and gas reserves through the provision of equipment and systems to meet our customers technical requirements.

Borr Drilling also supplies crews with the specialized skills and expertise required for offshore drilling operations.

* Operational footprint at the end of 2024.

Our operating fleet currently comprises 24 jackup rigs equipped with industry-leading technology, including two premium newbuilds added in 2024.

Our Fleet

Borr Drilling operates one of the youngest and most expansive fleets in the offshore drilling industry. Our modern and advanced jackup rigs are designed for technical excellence, operational flexibility, and reliability. This modern fleet enables us to consistently deliver high-quality, efficient drilling services while maintaining a strong competitive advantage in the global offshore market.

Our operating fleet currently comprises 24 premium jackup rigs equipped with industry-leading technology, including two newbuilds added in 2024. Our definition of premium jackup rigs is those built in 2000 or later, capable of operating in water depths of up to 400 feet and featuring an independent leg cantilever design. Nearly all our rigs were constructed after 2013, resulting in an average fleet age of 7.5 years as of December 2024.

Our modern, technologically advanced fleet allows us to deliver safer, more efficient, and more sustainable operations than competitors operating older, less capable drilling rigs. This advantage enhances our service quality, reduces operational risk, and reinforces our position as a trusted partner in offshore drilling.

To uphold these standards, all our rigs are certified by the American Bureau of Shipping (ABS), ensuring international recognition of our commitment to excellence and compliance. Furthermore, our entire fleet is equipped with Tier II engines, meeting the requirements of MARPOL Annex VI, Prevention of Air Pollution.

Fleet Overview

	KFELS B / Super A / B	PPL Pacific Class 400	F&G JU2000E
Number of rigs	13	9	2
Build of Year	2013-2024	2011-2019	2013-2014
Place of Construction	Singapore	Singapore	China
Water depth	350-400ft	400ft	400ft
Drilling depth	35,000ft	30000ft	35,000ft

Sustainability Strategy & Reporting

Our strategic framework forms the foundation of our ESG (Environmental, Social, and Governance) ambitions, strategy, and commitments. It provides a structured and coherent approach to embedding ESG principles into our core business strategy, operations, and decision-making processes.

Strategic Framework

Commitments

- We are committed to empowering people through employment, valuing equality and diversity while ensuring their health and safety.
- We are committed to conducting our business in an environmentally responsible manner and identifying opportunities to adapt to the energy transition.
- We are committed to conducting business ethically and promoting sustainable practices across our value chain.

Ambition

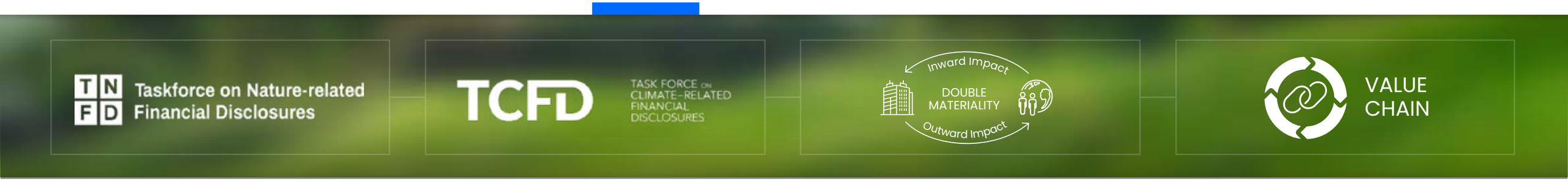
- Our ambition is to operate a sustainable and resilient business that prioritizes the safety and well-being of our workforce, minimizes environmental impact and fosters transparent and ethical business practices.

Strategy

- Actively engage our key stakeholders to understand their Environmental, Social, and Governance related expectations, address concerns, and align our strategies with shared priorities.
- Minimize environmental impact by utilizing the industry's most modern and technologically advanced jackup rigs to enhance operational efficiency, enable deployment of cutting-edge technologies, ensure compliance with evolving regulatory standards, and establish a platform for collaboration across the industry sector.
- Continue to integrate sustainable practices into our operations, proactively managing environmental and social risks, and fostering strong governance to ensure long-term resilience through adaptation to evolving industry and stakeholder expectations.

ESG Reporting

Borr Drilling has been disclosing sustainability information in accordance with the Global Reporting Initiative (GRI) since 2022. The GRI framework is recognized as the leading voluntary standard for non-financial reporting.



2024 ESG Activities

In 2024, we have made significant progress in advancing our sustainability efforts by undertaking a series of focused ESG initiatives. These projects strengthen our alignment with leading global frameworks, enhance transparency, and deepen our understanding of key environmental and climate-related risks and opportunities.

TNFD Assessment

Borr Drilling recognizes the increasing importance of nature-related risks and opportunities in shaping resilient, future-oriented business models. In 2024, Borr Drilling advanced its integration of nature-related considerations by aligning with the principles of the Task Force on Nature-related Financial Disclosures (TNFD). The TNFD framework supports organizations in identifying, assessing, managing, and disclosing material nature-related risks and opportunities, with a focus on financial relevance. It is structured around four key pillars consistent with leading sustainability and financial disclosure standards: governance, strategy, risk management, metrics and targets.

The TNFD categorizes nature-related risks to include issues stemming from biodiversity loss, ecosystem degradation, and the unsustainable use of natural resources. Conversely, it identifies opportunities linked to nature-positive strategies, ecosystem restoration, and sustainable resource management. TNFD's approach highlights the financial implications of a company's dependencies and impacts on nature and encourages transparent reporting to improve comparability for investors, insurers, lenders, and other stakeholders.

Double Materiality Assessment

In 2024, we conducted a Double Materiality Assessment to identify and evaluate environmental, social, and governance (ESG) topics that are material from an impact and/or financial perspective, following global best practice methodologies.

Borr Drilling initiated the Double Materiality Assessment to identify key topics for reporting. This includes both impact materiality (outward effects) and financial materiality (risks and opportunities). The 2024 assessment builds on the impact materiality assessment carried out the previous year.

TCFD assessment

In our commitment to integrating sustainability into core business strategy and governance, in 2024, we embarked on its first climate scenario assessment, aligning with the Task Force on Climate-related Financial Disclosures (TCFD). The TCFD is a framework that enables companies to provide consistent climate-related financial risk disclosures to their stakeholders.

This comprehensive assessment involved the identification of both risks and opportunities (R&Os), facilitated through collaborative workshops with diverse internal stakeholders and external consultants. The TCFD assessment is structured around the four pillars: Governance, Strategy, Risk Management, and Metrics and Targets.

The TCFD assessment has enhanced our ability to understand, disclose, and address climate-related risks, and strengthens our alignment with globally recognized ESG frameworks. We remain committed to transparency and continuous improvement in our climate-related disclosures.

Value Chain Emissions

In 2024, we carried out a comprehensive assessment of our value chain emissions to support more accurate accounting and transparent disclosure of Scope 3 emissions beyond our direct operational control.

Scope 3 emissions represents a significant share of our total carbon footprint, arising from activities across our value chain that are outside our direct operational control such as purchased goods and services, transportation, and waste. This assessment builds on our existing Scope 1 and 2 reporting and aligns with the GHG Protocol Corporate Value Chain (Scope 3) Standard. Incorporating a broader extent of Scope 3 emissions was a critical step in enhancing the completeness and integrity of our emissions reporting. It enables us to better understand our broader climate impact, identify high-impact intervention points, and set more effective, decarbonization strategy.

Additional Voluntary Disclosures: Carbon Disclosure Project (CDP)

Borr Drilling has been responding to the voluntary Carbon Disclosure Project (CDP) annually since 2019. CDP is an international non-profit organization offering a level playing field for companies by rating them against uniform scoring criteria. CDP aids companies in measuring and managing risks and opportunities related to climate change.

In 2024 the CDP questionnaires (Climate, Forests, and Water) were merged into a single comprehensive questionnaire. This significantly expanded the scope of reporting aligning it with frameworks and standards like the GRI and TNFD.

In response to evolving sustainability demands, our 2024 CDP submission integrates key findings from the Task Force on Climate-related Financial Disclosures (TCFD) and Task Force on Nature-related Financial Disclosures (TNFD). This comprehensive approach has enabled us to achieve a B score, in both climate change and water, reflecting our strong commitment to addressing climate and nature-related risks.

We view our CDP reporting as a critical strategic tool for enhancing transparency and guiding our sustainability initiatives, ensuring we meet both current and future reporting expectations while continuing to drive meaningful progress in environmental stewardship.

Theme	Borr CDP Score	Global Average	Regional Average	Activity Group Average
Climate Change	B	C	C	C
Water	B	C	C	C

Verification

In an effort to assess and verify the accuracy and credibility of our greenhouse gas (GHG) emissions data (Scope 1, 2, and 3) for 2024, we partnered with Position Green, a recognized leader in environmental assurance. Position Green conducted a thorough verification process in accordance with the requirements of the GHG Protocol, reinforcing our commitment to transparency and environmental responsibility. Position Green have been providing a consistent and trusted overview of our emissions performance over time since 2019. The full verification report, outlining the results and methodologies, is available in the appendices.

Policy & Compliance Commitment

At Borr Drilling we maintain a robust company management system (Borr Management System or BMS) with the aim of ensuring that our operations are conducted safely, efficiently, and consistently across all global locations. The BMS is supported by structured processes that enable ongoing monitoring of relevant regulatory frameworks. These processes provide for our policies and procedures to be regularly reviewed, updated, and implemented to maintain compliance and alignment with our corporate strategy.

As an offshore drilling contractor, the health and safety of our personnel is a fundamental priority. Our Occupational Health and Safety Policy reflects our commitment to safeguarding the well-being of all individuals working at our sites. This includes the implementation of preventive measures to reduce occupational injuries and illnesses, adherence to applicable legal and regulatory requirements, and the application of systematic risk management and mitigation practices.

Environmental stewardship is embedded in our operations through our Environmental Policy, which articulates our commitment to minimizing environmental impacts. Borr Drilling maintains several internationally recognised certifications, including ISO 14001 Environmental Management System standard, ISO 9001, Quality Management Systems ISO 45001 Occupational Health and Safety Management Systems and ISO 27001 Information Security Management Systems. This demonstrates our alignment with internationally recognized sustainability and environmental performance expectations.

At the operational level, corporate policies and procedures are operationalized through rig-specific work instructions, which are tailored to the distinct operational and environmental conditions of each rig. Recognizing the diversity of our global workforce, these instructions as well as broader policy documents are translated into multiple languages as needed to ensure full comprehension and compliance by local personnel. This approach supports consistent implementation of our management systems and reinforces our commitment to health, safety, environmental protection, and regulatory compliance throughout our global operations.

ISO 9001 ISO 14001 ISO 45001 ISO 27001

List of Policies

- Occupational Health and Safety Policy
- Environmental & Sustainability Policy
- Quality Policy
- Information Security Policy
- Stop Work Authority Policy
- Life Saving Rules Policy
- Training and Competence Policy

We maintain a robust company management system intended to ensure that our operations are conducted safely, efficiently, and consistently across all global operating locations.

Incorporating our varied stakeholder perspectives helps us create a robust and dynamic business model capable of adapting to global changes.

Stakeholder Engagement

We actively engage with our stakeholders to discuss our sustainability strategy, approach, and performance, recognizing that this dialogue is essential to continuously improving our performance and strategic direction. Our regional and corporate management is central in identifying and addressing issues and topics that are relevant to our stakeholders. Stakeholder management is largely handled at the regional level, ensuring a more efficient line of communication and fostering more meaningful stakeholder engagements.

Stakeholder Engagement is embedded in our corporate sustainability procedure. Borr Drilling has identified key stakeholders across its value chain and categorized them into internal and external stakeholders. Incorporating these varied stakeholder perspectives helps us create a robust and dynamic business model capable of adapting to global changes.

Key Stakeholders

External

- Investors
- Local communities
- Clients
- Joint venture partners
- Regulators
- Shareholders
- Suppliers
- Financial institutions
- Trade associations
- NGOs

Internal

- Employees
- Board of directors
- Contingent workers*

* Workers who are not employees.

Double Materiality Assessment

Double Materiality Process:

In 2024, Borr Drilling conducted a Double Materiality Assessment to identify and evaluate environmental, social and governance (ESG) topics that are material from an impact and/or financial perspective, following global best practice methodologies. This assessment builds on the impact materiality assessment carried out the previous year. The following steps were taken to complete the assessment:

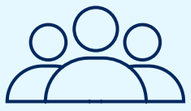
Step 1

Initial scoping

The initial scoping process captured Borr Drilling's operations, industry sector, and geographical presence, while also evaluating industry benchmarks, regulatory requirements, stakeholder input, and peer practices.

Due to the nature of offshore drilling, environmental topics focused on offshore operations, while social and governance topics considered both offshore and onshore.

As offshore activities are broadly similar across our rigs, the assessment emphasized how geographical differences influence operations.



Step 2

Stakeholder Mapping and Engagement

Key stakeholder groups included employees, contingent workers, investors, clients, regulators, local communities, and joint venture partners.

To ensure data quality, comprehensive interviews were held with representatives from strategy, sustainability, QHSE, HR, procurement, legal, finance, workers, local communities and supply chain including a key supplier. These interviews clarified Borr Drilling's operations across the value chain and identified stakeholder views on material topics.

Step 3

Double Materiality Assessment

Following scoping and engagement, we initiated the Double Materiality Assessment to identify key topics for reporting. This includes both impact materiality (outward effects) and financial materiality (risks and opportunities).

A broad-to-narrow approach was used, starting wide with scoping and engagement, then narrowing to the most material topics.

Impact Materiality

We assessed both the positive and negative environmental and social impacts, scoring them from 1 to 5 based on their scale, scope, irremediability, and likelihood.

Environmental topics were guided by TNFD analysis using the LEAP (Locate, Evaluate, Assess, Prepare) approach, focusing on biodiversity, pollution, and water. Carbon accounting data supported prioritization of climate change impacts.

Social topics were assessed through HR data and stakeholder input, ensuring workforce and community views were sufficiently covered.

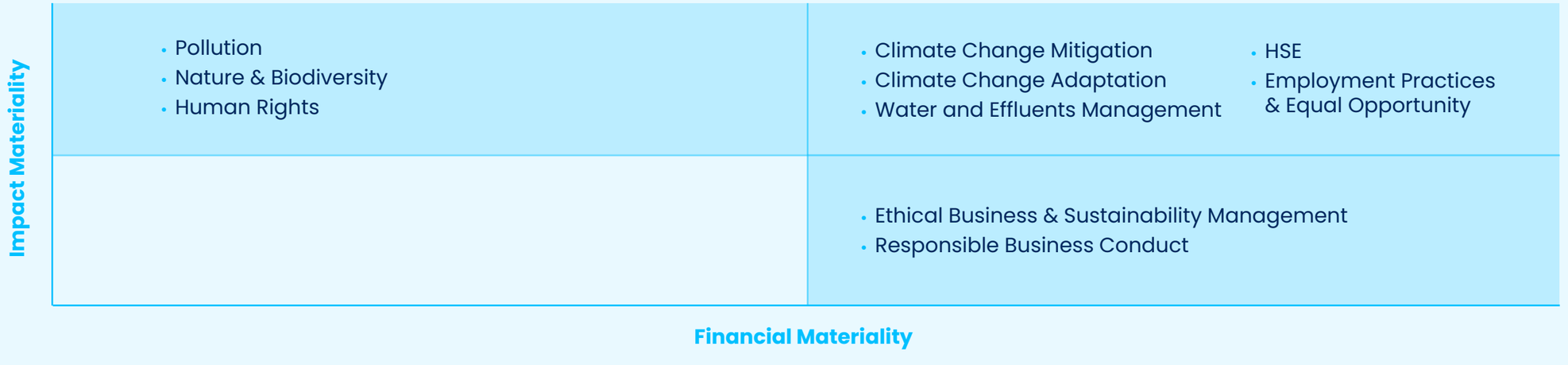
Scoring occurred in two phases: initial scoring, then adjustments after ranking to reflect relative significance. A final review followed integration with financial risks and opportunities.

Financial Materiality

Risks and opportunities were then identified and scored based on financial severity and likelihood (1–5), informed by TCFD and TNFD analyses.

Each item was scored twice: once initially, and again after consolidation to ensure accuracy and reflect importance. Alignment with the impact materiality assessment was achieved through internal workshops.

The following topics were deemed material:



Environment

Our Environmental efforts align with:

Material Topics:

- Climate Change Mitigation
- Climate Change Adaptation
- Pollution
- Waste Management
- Water & Effluents Management
- Nature & Biodiversity

Climate Change Mitigation

Introduction

At Borr Drilling, we recognize both the direct and indirect impacts our operations have on the environment, from emissions generated by our offshore drilling activities to the broader environmental effects across our value chain. In this context, climate change mitigation has emerged as a key material topic, reflecting not only our commitment to reduce greenhouse gas emissions but also our commitment to contributing to global efforts in addressing the long-term risks and challenges posed by a climate change. As part of our commitment, we strive to enhance transparency in climate-related disclosures by accurately measuring and reporting our greenhouse gas (GHG) emissions. This includes emissions from our direct operations as well as those across our value chain, in alignment with the Greenhouse Gas Protocol for Climate Accounting. To further strengthen our climate change mitigation efforts, we are committed to fostering innovation and partnerships that promote sustainable practices. This includes leveraging technology to refine operational efficiencies, integrating sustainability targets into our corporate strategy, and championing a culture of environmental stewardship among our workforce and stakeholders. These initiatives not only reflect our dedication to reducing our environmental footprint but also underscore the importance of industry-wide collaboration to achieve meaningful and lasting impacts on global warming potential.

Impact Materiality

Our impacts on climate change mitigation have been identified, particularly in relation to our direct and indirect contribution to global warming potential (GWP) through our Scope 1, 2, and 3 emissions. Scope 1 emissions are considered the area of highest climate mitigation impact due to the nature of our operations, with indirect Scope 3 emissions following. All three Scopes are categorized as medium to high irremediability in our materiality assessment and thus a critical point of action for us, where reduced emissions in our operations will contribute positively to the overall global warming potential.

Financial Materiality

As a service provider in the oil and gas industry we recognize the potential future financial risks, particularly related to market demand and the industry's overall reputation. One area of potential financial risk stems from evolving market preferences, including increased demand for renewables and shifting energy policies potentially reducing demand for hydrocarbons. Failure to adapt to market changes could impact Borr Drilling's competitiveness. Although our adaptability and ability to respond quickly in a rapidly changing market help us address this risk. We remain focused on sustaining our competitive edge and market leadership, underpinned by one of the industry's youngest and most modern fleets. This positions us strongly to meet evolving customer requirements and consistently deliver on their expectations.

Actions

In order to reduce our impact on the environment and released GHG emissions, we aim to maximize the operational efficiency of the industry's most modern and technologically advanced jackup rig fleet and enable deployment of cutting-edge technologies by establishing a platform to foster collaboration across the industry sector.

As part of our commitment to conducting our business in an environmentally responsible manner, we have outlined our decarbonization road map, focused on four key pillars.

Operational Performance

Focus Area 1

Our goal is to enhance rig operation capabilities by leveraging technology upgrades to deliver industry-leading performance and reduce carbon intensity per well program.

Target Technology:

- Offline capabilities
- Drilling automation
- Performance analytics

Efficient Power Generation

Focus Area 2

Our goal is to enhance the efficiency of power generation and distribution on our rigs by implementing technology upgrades and embracing innovative strategies in our operations.

Target Technology:

- Automated engine/power management
- Fuel additives
- Improve power distribution

Power Demand Optimization

Focus Area 3

Our goal is to lower the total power consumption on our rigs by utilizing real-time energy data analytics to produce actionable insights and implement targeted uggrades focused on reducing energy usage.

Target Technology:

- Real time sensor-based energy analytics
- Equipment automation
- VFD controls on high-capacity motors
- Energy storage systems
- Transition to low-consumption equipment and components

Low Carbon Energy and Fuel

Focus Area 4

Our goal is to minimize emissions from our rigs by using alternative low-carbon energy sources, biofuels, and other low-carbon fuel options.

Target Technology:

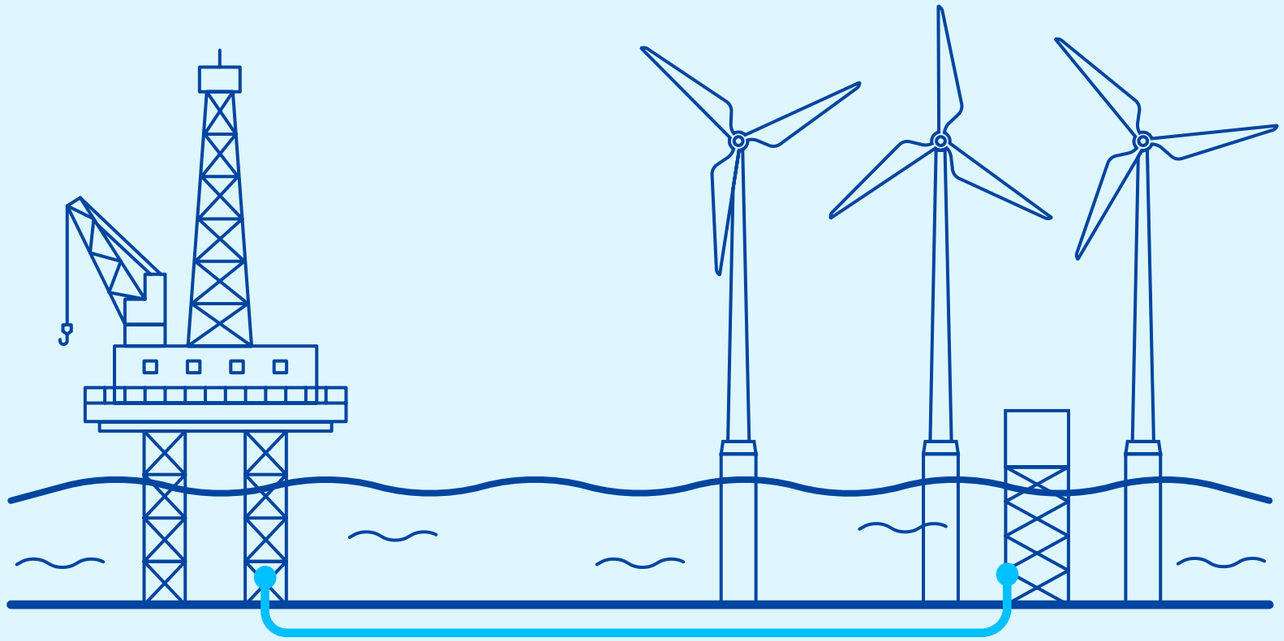
- Jackup Electrification
- Bio-fuels
- Alternative fuels

Case Study

Jackup Electrification

We are actively partnering with our customers to adopt lower-carbon energy solutions for powering our drilling rigs. A key example is the Prospector 1, which is planned to be powered directly from the offshore platform where it will operate. The platform is intended to receive 100% renewable electricity via a subsea cable connected to a nearby wind farm.

In collaboration with our customer, Borr Drilling has upgraded the rig to support modular containers that manage the incoming power supply and feed it directly to the main rig switchboards—effectively bypassing the main generators. This upgrade is expected to enable the rig to run entirely on green electricity, reducing emissions from power generation by an estimated 10,000 metric tons of CO2e per year.

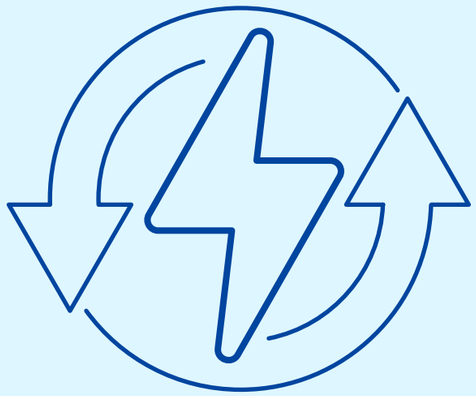


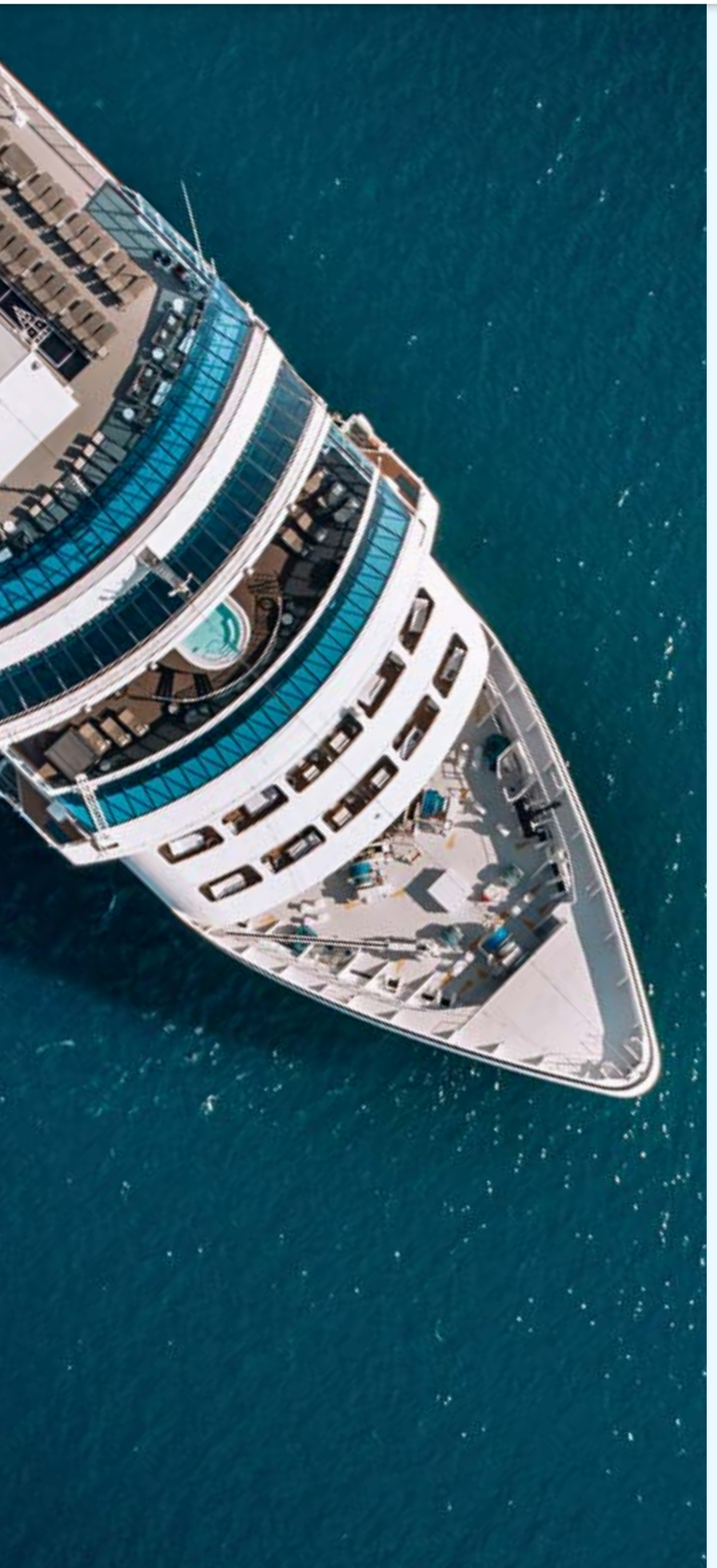
Case Study

Energy Efficiency

The greenest energy is the energy we don't use. With this in mind, we have taken steps to optimize energy consumption across our rigs. Our primary focus has been ensuring efficient power generation by operating the optimal number of engines needed to meet power demands. By utilizing engine management technology, we can automate engine loading conditions, optimizing power generation in line with demand. Over 50% of Borr Drilling's rigs are already equipped with this technology, and we are actively upgrading the rest of our fleet. We estimate that power management technology can reduce fuel consumption and emissions by 8-10% and continue to collaborate with our customers to achieve these benefits.

In addition, we have rolled out pilot projects to measure energy consumption through real-time data analytics which contextualize energy performance. This in turn allows more granular insights into how energy is consumed and where efficiency can be achieved through either procedural changes or targeted upgrades on equipment and systems onboard our rigs.





Key metrics

Total GHG emissions table

Emissions Scope	2024 (Base year Scope 3)	2023	2022	2021 (Base year)
Scope 1	272 990.8	281 149.8	238 322.2	163 312.8
Scope 2 (Location based)	287.8	238.2	167.0	115.3
Scope 2 (Market based)	255.5	167.5	139.4	0.0
Scope 1 & 2 total (Location based)	273 278.6	281 388.0	238 489.2	163 428.1
Scope 3	204 700.8	N/A	N/A	N/A
Total Scope 1,2 and 3 total (Location based)	477 979.4	N/A	N/A	N/A

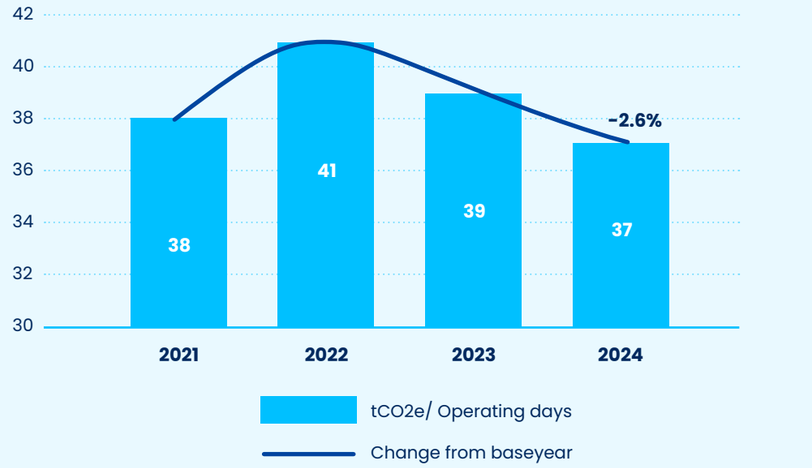
***Scope 3** reporting expanded in 2024 to include all applicable categories. Previous years covered only four categories — this is now the base year for tracking total Scope 3 emissions.

Targets

Building on a thorough review of past emissions performance and the current technological enablers outlined in our decarbonization road-map, we have set a target to reduce our carbon intensity (Scope 1&2) per operating day by 15% by 2030 (compared to baseline year of 2021). Achieving this target will require collaboration across our value chain with a shared objective to decarbonize operations.

In 2024 Borr Drilling carried out a full Scope 3 screening and for the first time accounted for all value chain emissions, now including all relevant Scope 3 categories. The scope 3 screening process has been comprehensive allowing us to have complete oversight of our GHG emissions. Due to the expanded emissions categories, new targets will be set accordingly in the following years to reflect our commitment to reduced emissions across our direct operations and value chain.

Scope 1 & 2 Intensity (Emissions per operating day)



GHG Accounting

Borr Drilling is committed to environmental responsibility and transparency in climate accounting. We report greenhouse gas emissions (GHG emissions) from our direct operations and value chain in alignment with the Greenhouse Gas Protocol (GHG protocol) for Climate Accounting. In 2024, the activity data from our 24 rigs has been measured in tonnes of CO2 equivalent (tCO2e), converted using emission factors from internationally renowned sources, covering all greenhouse gases regulated by the Kyoto Protocol, including CO_2, CH_4, SF_6, NH_3, N_2O, PFCs, and HFCs. We systematically collect and track data throughout the organization. Emissions calculations utilize the Global Warming Potential (GWP) values from the IPCC's 4th Assessment Report (AR4) over a 100-year period (GWP100). Following the GHG Protocol recommendations, we use the Operational Control Approach for consolidating our carbon accounting, which includes accounting for all emissions from operations under our control. **From 2023 to 2024, Scope 1 and 2 emissions, taken together, decreased by 2.6%, reflecting our continued focus on operational efficiency and emissions reduction. The overall increase in reported emissions in 2024 is primarily due to the inclusion of additional categories in Scope 3, which expanded our reporting boundaries and transparency.**

We continue to utilize data management software, with an ongoing focus on refining and enhancing our data collection and consolidation processes. The total GHG emissions have been aggregated and presented in the Key metrics section in the 'Total GHG emissions table' displaying the year- on- year emission changes from 2021, 2023 and 2024. The base year for scopes 1 and 2 is 2021 and rebaseline to 2024 for our now expanded scope 3.

Scope 1

Scope 1 emissions represent the largest share of Borr Drilling's total greenhouse gas emissions, consistent with the company's operations in the oil and gas industry[1]. The primary source of these emissions is the combustion of Marine Gas Oil (MGO) in rig engines, supplemented by emissions from diesel generators and the refill or leakage of refrigerants. Borr Drilling uses hydrofluorocarbons (HFCs) as refrigerants across its operations.

In 2024, Scope 1 emissions totaled 273,278.6 tCO2e, with MGO combustion accounting for 265,562.7 tCO2e, or 97% of the total—matching the share recorded in 2023. Since the base year (2021), Scope 1 emissions have increased by 67%, driven primarily by a rise in contracted operating days and the increased number of rigs. However, compared to 2023, Borr Drilling achieved a 3% reduction in direct Scope 1 emissions.

Scope 2

In scope 2, all indirect emissions of purchased energy in 2024 are included, presented using both location-based and market-based methods, see table of emissions breakdown[2]. This entails electricity used in our onshore offices and warehouses, where we rent the buildings directly. Scope 2 constitutes the smallest share of our total emissions with 287.8 tCO2e (Location based) or 0.1% of our total Scope 1 and 2 emissions. Where available we aim to purchase 100% renewable energy credits for purchased electricity and compensate for the remaining scope 2 emissions through carbon compensation projects.

In 2024, total energy consumption from fuels and electricity amounted to 970,730.1 MWh, as shown in the emissions breakdown table, reflecting a 4% decrease in overall energy consumption compared to the previous year. However, Scope 2 GHG emissions have increased, primarily due to the inclusion of energy usage from all corporate and local offices for the first time. As a result, both reported electricity consumption and associated emissions have risen relative to last year's figures.

Table of Scope 1 and 2 breakdown of emissions

		Breakdown of Scope 1 and 2	Unit	2024	2023	2021 (Base year)
		Total Scope 1 and 2 GHG emissions (Location based)	**tco2e**	**273 278.6**	**281 388.0**	**163 428.1**
Scope 1		Total Scope 1 Direct GHG emissions	tCO2e	272 990.8	281 149.8	163 312.8
	Emission breakdown	Scope 1 - Tansportation	tCO2e	265 562.8	276 677.7	161 905.9
		Scope 1 - Stationary combustion	tCO2e	479.1	1.2	7.7
		Scope 1 - HFCs (Refrigerants)	tCO2e	6 948.9	4 470.8	1 399.2
	Gas breakdown	CO2	tonne	262 823.7	273 328.1	159 952.2
		CH4	tonne	74.9	77.3	45.3
		N2O	tonne	3 143.2	3 274.4	1 916.1
Scope 2		Scope 2 Indirect GHG emissions (Location based)	tCO2e	287.8	238.2	115.3
		Scope 2 Indirect GHG emissions (market based)	tCO2e	255.5	167.5	-
Energy consumption		**Total Scope 1 and 2 energy consumption**	MWh	970 730.1	1 008 886.3	626 914.9
		Scope 1 - Tansportation	MWh	967 639.1	1 008 139.2	626 575.9
		Scope 1 - Stationary combustion	MWh	2 328.0	6.0	-
		Scope 2 Electricity	MWh	763.1	741.1	339.0

[1] Scope 1 emissions have been calculated using conversion factors from the recognized Department for Environment, Food, and Rural Affairs (DEFRA). In these emissions, all Kyoto gases are included and represented as carbon dioxide equivalents.

[2] Scope 2 emissions are calculated using conversion factors published by the International Energy Agency (IEA) and Association of Issuing Bodies (AIB) and based on annual consumption data.

Given the fluctuating nature of our business year over year, intensity metrics provide a more reliable reflection of emissions.

Intensity Scope 1 & 2

A key aspect of our sustainability governance involves establishing Key Performance Indicators (KPIs) to monitor emissions and energy usage. This approach is endorsed and in line with recommendations from both GRI and TCFD in terms of performance over time and tracking of targets. Through this process, we aim to establish objectives for reducing our energy consumption and, consequently, minimizing greenhouse gas emissions. Our intensity metrics are tracked using numerators that include combined Scope 1 and 2 emissions and energy consumption. Our metrics include man-hours worked, operating days, full-time employees (FTEs)[3], and million USD. Our denominators of man-hours worked and operating days are particularly chosen to represent the variability of our operations. Given the fluctuating nature of our business year over year, these denominators ensure a more reliable reflection of emissions.

Intensity KPIs

Emissions Intensity Metric	2024	2023	2021 (Base year)	% change from base year
tCO2e/Operating days	37	39	38	-1%
tCO2e/Worked man hours	0.024	0.025	0.027	-12%
tCO2e/FTE	131	149	85	54%
tCO2e/Revenue ($m)	270	365	666	-59%
Energy Intensity Metric	**2024**	**2023**	**2021 (Base year)**	**% change from base year**
MWh/Operating days	132	139	144	-9%
MWh/Worked man hours	0.085	0.090	0.104	-18%
MWh/FTE	465	536	325	43%
MWh/Revenue ($m)	961	1308	2554	-62%

*Please note that due to methodology changes in our reporting, there have occurred adjustments in recent year intensity data.

[3] Borr Drilling follows industry practice and further measures emissions intensity in terms of revenue and full-time employees (FTE). This is being done in order to monitor our energy efficiency irrespective of absolute emissions, as we expect our business to grow further in the future.

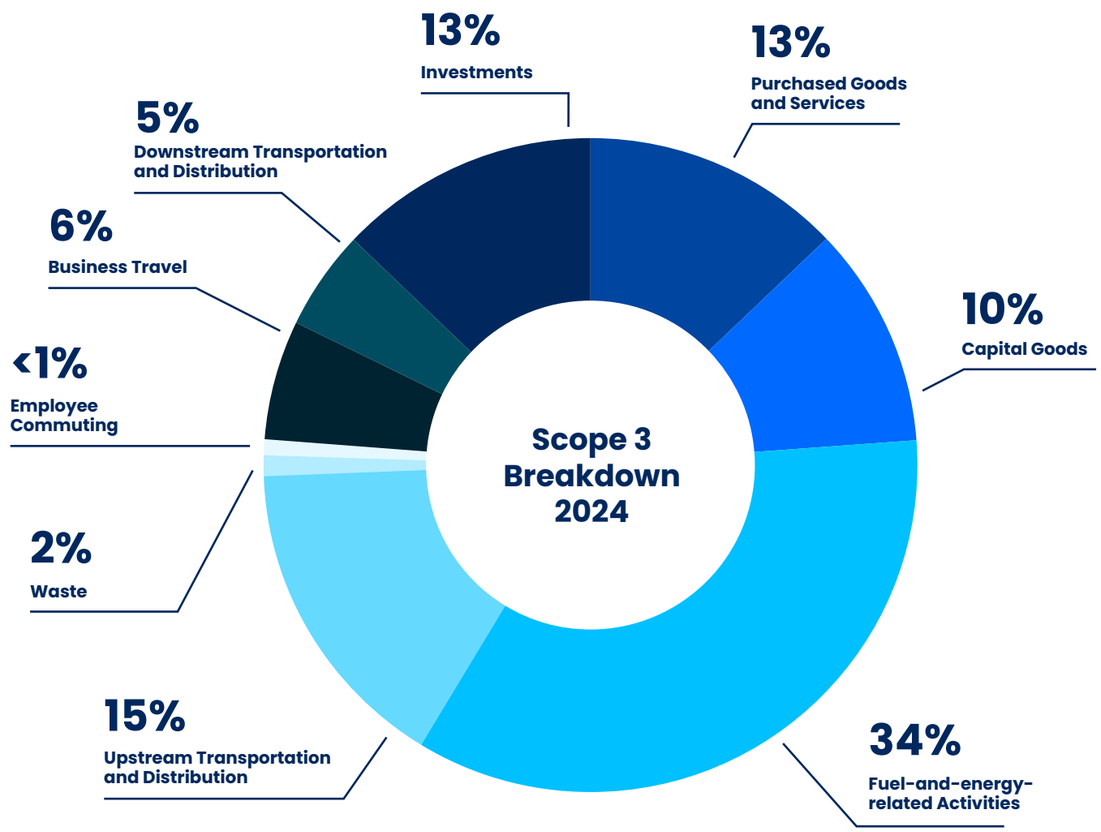
Scope 3

During 2024 we conducted an assessment of the company value chain, both upstream and downstream, and our own activities in an effort to map all relevant Scope 3 emission sources. In prior reporting periods, we only included selected Scope 3 categories, however, with new internal actions towards transparency and broadening our ESG reporting, all 15 categories of Scope 3 have now been screened for relevancy and included in our reporting, as per the scope 3 table.

Screening our entire value chain has been a significant step forward in understanding and managing our full emissions footprint. Through this process, we identified that downstream categories such as processing and use of sold products are not relevant for Borr Drilling, given our role as a drilling rig service provider, even though they are part of the broader oil and gas value chain. The decision on which Scope 3 categories to include or exclude was made through a combination of internal and external discussions, including input from ESG experts. The included categories were determined based on our financial accounting, in line with GHG Protocol recommendations for the operational control reporting. As a result, our carbon accounts align with our financial accounts.

Table of Scope 3 emissions breakdown

Category no.	Category name	Unit	2024
Category 1	Purchased Goods and Services	tCO2e	26 394.5
Category 2	Capital Goods	tCO2e	21 390.3
Category 3	Fuel-and Energy-Related Activities (not included in Scope 1 or 2)	tCO2e	70 612.3
Category 4	Upstream Transportation and Distribution	tCO2e	31 625.5
Category 5	Waste Generated in Operations	tCO2e	3 168.2
Category 6	Business Travel	tCO2e	12 297.5
Category 7	Employee Commuting	tCO2e	937.7
Category 8	Upstream Leased Assets	N/A	N/A
Category 9	Downstream Transportation and Distribution	tCO2e	10 926.6
Category 10	Processing of Sold Products	N/A	N/A
Category 11	Use of Sold Products	N/A	N/A
Category 12	End-of-Life Treatment of Sold Products	N/A	N/A
Category 13	Downstream Leased Assets	N/A	N/A
Category 14	Franchises	N/A	N/A
Category 15	Investments	tCO2e	27 348.1



Purchased Goods and Services

Purchased Goods and Services, accounting for 13% of Borr Drillings total Scope 3, include emissions from all tangible and non-tangible products registered within fiscal year 2024. The category accounted for 26,394.5 tCO2e. With complex and varying value chains for our purchased items, creating comprehensive supplier lists, makes supplier specific data collection complicated. The fact that we work on a contracted or project basis and thus have a varying need for equipment, personnel, and other relevant items for operation, as well as different contracting agreements on payment parameters, contributes to the challenging data collection process. Due to the nature of the contracts and projects, we have taken a conservative approach and included all products and services reflected in the financial accounts as a purchase under this category, including leased equipment and external services. This approach reduces the risk of double counting. This category has in its entirety been calculated using the spend based method in accordance with set categorization parameters from the financial accounts and converted to tCO2e using recognized spend based emission factor databases.

Capital Goods

Capital Goods encompasses all tangible, and non-tangible products and services purchased in fiscal year 2024 and accounted for as a capital good in the company's financial accounts. Similarly to purchased goods and services, the capital goods category, representing 10% of total Scope 3 emissions, has been challenging for data collection. However, despite the category largely consisting of spend based emission conversion methods, greater proportions of the emissions stem from rig-specific data, particularly rig construction data from our two newest rig additions, Vali and Var, which were delivered in Q3 and Q4 of 2024, respectively.

Fuel and Energy Related Activities

Fuel and Energy Related Activities, the largest contributor to our Scope 3 emissions, consists of extraction and production emissions from our purchased fuel and electricity used in our own operations as reported in Scope 1 and 2. The category includes the life cycle stages of A1-A3 or WTT (Well-To-Tank) emissions of fuel and upstream emissions for electricity, including T&D (Transmission and Distribution) losses. The category further includes WTW emissions (Well-To-Wheel) from fuels purchased on behalf of 3rd party users. Fuel and energy related activities make up 34% of the total Scope 3 emissions with 70,612.34 tCO2e.

Upstream Transportation and Distribution

Upstream Transportation and Distribution covered 15% of Scope 3 emissions at 31,625 tCO2e. This includes shipments, air freights, and other transportation modes of purchased goods, services, capital goods, and all rig moves of 2024 paid by Borr Drilling. Due to the complexities of contracted projects, transportation invoices which have been forwarded to clients through bulked payments have been included in the upstream transportation and distribution category, whereas direct payments by clients or third parties without our involvement has been included in downstream transportation and distribution. General freight has been calculated using spend-based methods, while rig movements have been calculated using actual GPS coordinates of all dry and wet tows in 2024, measured in nautical miles. These movements have been allocated to upstream and downstream transportation categories based on the entity that requested the movement using a percentage split across all the rig moves. The emissions have been calculated using general fuel usage per hour and speed of vessel for respective movement method i.e. towing vessel or heavy-lift vessel and average rig weight.

Business Travel

Business Travel consists of Borr Drilling's internal business travel, including flight and car travel. Data consolidation is directly collected from our third-party travel agencies, thus providing accurate CO2 emissions for each distance traveled. A small proportion of emissions is calculated using spend based methods due to data collection challenges. Emissions from this category increased by 82% compared to 2023, rising from 6,761.8 tCO2e to 12,297.5 tCO2e, primarily due to increased travel activity within the company.

Downstream Transportation and Distribution

Downstream Transportation and Distribution include shipments, air freights, and other transportation modes of purchased goods, services, capital goods, and all rig moves of 2024 paid by the client, supplier, or third party. General freight has been calculated using spend-based methods, while rig movements have been calculated using actual GPS coordinates of all dry and wet tows in 2024, measured in nautical miles, totaling at 10,926.6 tCO2e.

Waste Generated in Operations

Waste Generated in Operations includes waste from both onshore office activities and offshore rig activities. Office waste is estimated and distributed using waste disposal data from our office facilities in Aberdeen. Waste data is collected for all twelve months and distributed to the other respective office locations using FTEs as distribution key. Offshore waste data is collected directly from the respective rig and represents the main proportion of emissions in this category. The waste category has seen an increase in emissions from 890.8 tCO2e to 3,168.20 tCO2e, respectively. A minor proportion of the increase is explained by the inclusion of office waste constituting 4.5 tCO2e, whereas the general increase can be explained by improved data reporting consolidation efforts from rigs, making our reporting more representative of actual waste data from our rig operations.

Employee Commuting

Employee Commuting, accounting for 937.8 tCO2e, includes the emissions of all our onshore employees working in our offices. The commuting data has been collected through a questionnaire in our Aberdeen office and distributed to our other offices based on percentage splits and FTEs in the respective locations. Due to the large proportion of employees seated in Aberdeen, the office is deemed representative for the rest of the company. Considering our overall Scope 3 emissions, employee commuting represents a negligible portion, accounting for less than 1% of the total. Confirming that the majority of our indirect emissions stem from other upstream and downstream activities within the value chain.

Investments

Investments include emissions from our joint venture rig operations, specifically rigs CME I and CME II. Due to the nature of ownership of these rigs and Borr Drilling not having direct operational control, their respective emissions of 27,348.1 tCO2e have been categorized in accordance with the GHG Protocol's guidance on operational control and are therefore not included in our Scope 1 and 2 emissions reporting. Instead, the emissions are allocated based on our ownership percentage of these assets.

Climate Change Adaptation

Introduction

Climate adaptation and our ability to remain competitive is essential to our current and future strategy. Climate change adaptation is a material topic with the largest potential financial impact to our business and thus essential to include in our risk, impact and opportunity assessment. Through stakeholder workshops and external expertise, climate risks and opportunities have been identified and ranked using the TCFD framework, categorizing all identified risks and opportunities as physical or transitional. Following the TCFD recommendations, additional scenario analysis has been conducted on key identified risks placing them in forecasted future 2-degree, and 4-degree scenarios.

Impact Materiality

Workshops were used as a key tool to identify key potential risks and opportunities to our business and played a central part in our Double Materiality Assessment (DMA). Negative potential impacts mainly stem from material damage to rigs due to extreme weather events causing severe damage to assets or spills to sea. Potential positive effects were identified, such as technology upgrades on rigs, and our effort to maintain a modern rig fleet. The investment in a modern fleet of offshore drilling rigs positions us advantageously in the context of climate change adaptation. Modern rigs are typically constructed with higher specification equipment, providing a more advanced platform to upgrade to the latest technology compared to older rigs.

Financial Materiality

Climate change adaption is the topic with the highest potential financial impact based on all the material topics identified. It has both a potential positive and negative financial impact to our business, and is a central driver for adaptability in order to stay competitive in the market.

Positive financial opportunities include the ability to collaborate with our customers, leveraging shared resources and expertise, reducing the burden of innovation costs while potentially accelerating the development and deployment of new technologies. Additionally, optimizing drilling operations could lead to cost reductions through more efficient service delivery, enhancing our position in the market.

We remain focused on the potential negative financial risks from climate change adaptation which requires us to adapt quickly to evolving regulations from both marine and national jurisdictions. Rapid changes globally on climate measures such as emission reduction, carbon taxes, reporting requirements, and marine and water regulations are all potential risks. Specifically, offshore licensing has been a key topic in climate risk discussions, such as policies mandating a decrease or suspension in offshore licensing with a potential negative impact to our fleet utilization.

Actions

In order to reduce or mitigate potential negative financial risks, we have undertaken and are continuously undertaking specific actions for impact reduction (see all mitigation measures on page 80-82). Please reference table on the right highlighting the risks and Borr Drilling's mitigating actions.

Targets

Our goal is to minimize our carbon footprint and environmental impact. We are committed to this objective by consistently expanding our carbon accounting practices as data accessibility and sophistication improve, while also establishing environmental reduction goals and objectives. Our aim is to embed sustainability into our business practices and provide our customers with more sustainable solutions. We continuously work to expand our climate accounting by implementing new systems and procedures to improve accuracy and assurance of the data, enabling reduction targets to be set in accordance with a robust baseline.

Key climate related risks

TCFD Risk Category	Climate-related risk	Potential impacts	Mitigation	Time horizon
Transitional: Policy & Legal	**Environmental standard schemes, and licensing schemes**	Climate-related policies or regulations in certain operating locations may restrict or prohibit issuance of offshore licenses to Borr's customers. This is in turn may reduce demand for Borr Drilling's services resulting in lower revenue.	Continuous maintenance and targeted upgrades of our high-specification rig fleet will sustain competitiveness in more challenging market conditions and cost-effectiveness for our customers through our efficent service delivery.	Medium to long-term
Transitional: Policy & Legal	**Taxation schemes**	Introduction of Carbon taxation schemes will increase operating costs.	Evaluate new technology investments for our rigs to reduce carbon emissions.	Long-term
Transitional: Market	**Technologies**	Costs to transition to lower-emission technologies.	Collaborate with rig customers to evaluate and test carbon reduction technologies (including alternative fuels -green fuels) to reduce emissions.	Long-term

Climate Risk

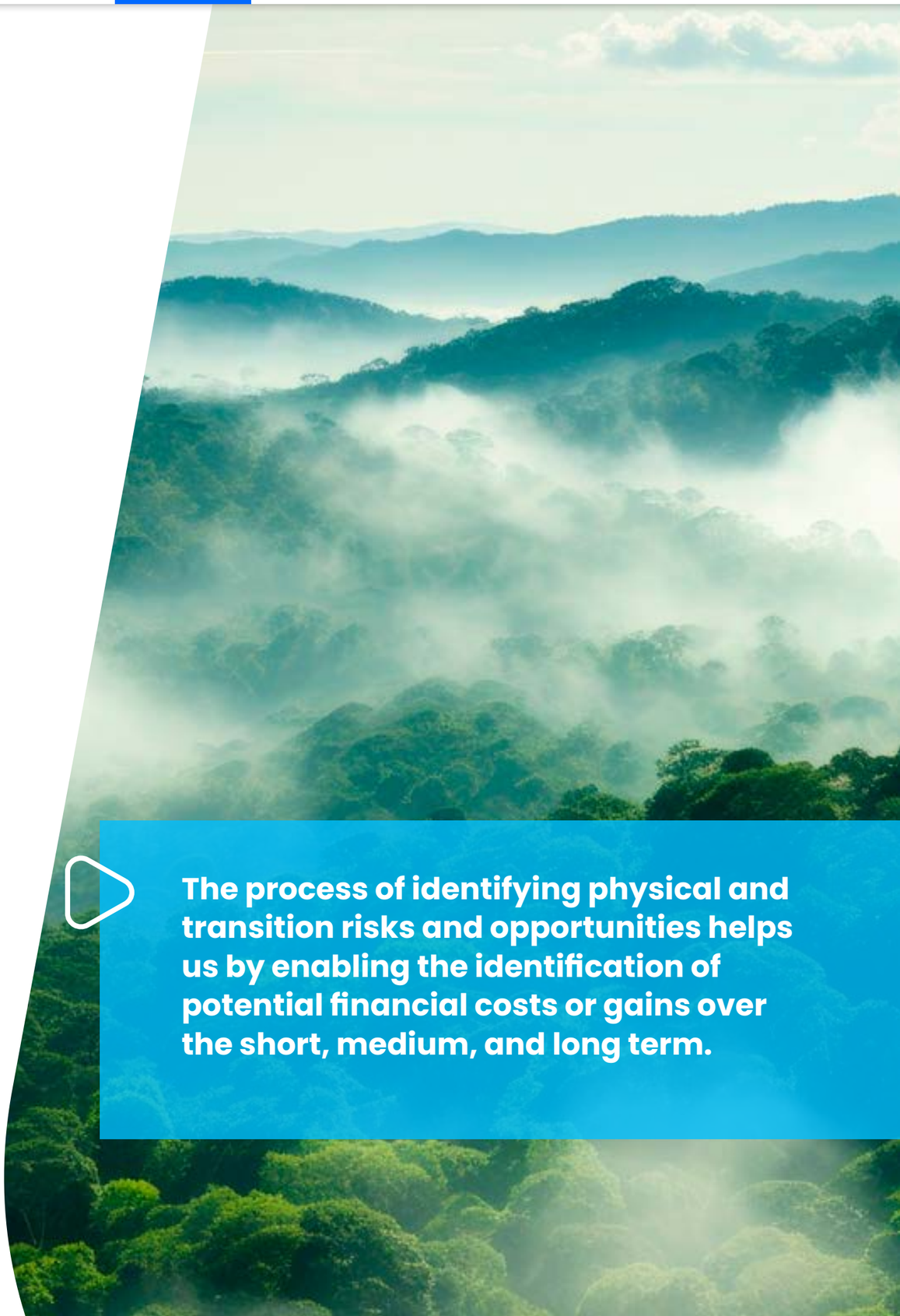
During 2024, Borr Drilling conducted an extensive screening of the value chain in order to map potential and actual climate related risks and opportunities in line with the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations. The process of identifying physical and transitional risk and opportunities helped us in being able to identify potential financial costs or income over a short, medium, and long term horizon. The analysis highlights both value chain and internal risks and opportunities.

This has been supplemented by a scenario analysis on key focus areas to give a broader understanding of both high and low temperature scenarios, such as the 1.5-degree, 2-degree, and 4-degree scenarios. Please find expanded methodology in appendix page 80-82.

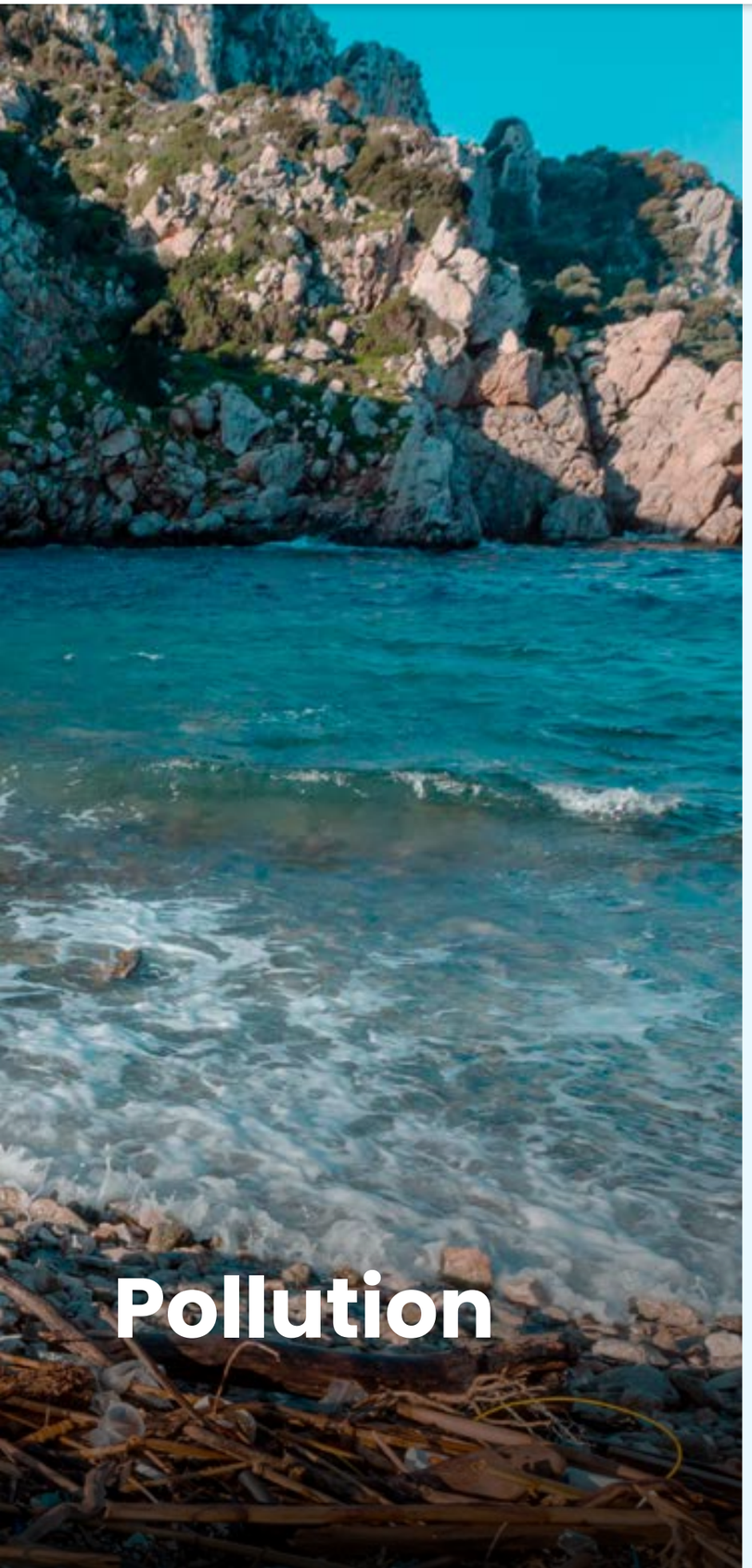
A scenario analysis aligned with the TCFD involves evaluating the potential impacts of various climate-related scenarios on a company's operations, strategies, and financial performance. This analysis helps us understand and prepare for the uncertainties associated with climate change by considering a range of possible future states, including both physical risks (such as extreme weather events) and transition risks (such as policy changes and market shifts). By modeling different scenarios, we can identify vulnerabilities, assess resilience, and develop strategies to mitigate potential adverse effects. The scenarios are based on best practice climate science available, including RCP2.6/ SSP1-2.6, NZE, and IEA SDS.

- RCP2.6 (Representative Concentration Pathway 2.6) / SSP1-2.6 (Shared Socioeconomic Pathway 1 - 2.6): A low-emissions pathway aiming to limit global warming to below 2°C, requiring rapid emissions cuts and sustainable development.
- NZE (Net Zero Emissions): A scenario where global CO^2 emissions reach net zero by around 2050 to align with the 1.5°C climate goal.
- IEA SDS (International Energy Agency Sustainable Development Scenario): A pathway balancing climate goals, energy access, and air quality improvements, aligned with the Paris Agreement.

The TCFD recommendations are organized into four core elements that encapsulate fundamental aspects of organizational operations: governance, strategy, risk management, metrics and targets. Furthermore, the framework consists of three primary categories: risks associated with transitioning to a lower-carbon economy, risks stemming from the physical impacts of climate change, and opportunities related to climate-related initiatives. Notably, the TCFD has integrated financial impact as an essential component of its disclosure recommendations, underscoring its significance in assessing climate-related risks and opportunities.



The process of identifying physical and transition risks and opportunities helps us by enabling the identification of potential financial costs or gains over the short, medium, and long term.



Introduction

Both pollution to air and pollution to water, have been identified as material through our materiality assessment process, due to the nature of our operations. Our sustainability disclosures have consistently reported emissions of air pollutants such as NOx, SOx, NMVOCs, and PMs, maintaining a commitment to transparency in this area. We recognize the potential negative impact of our activities on air quality and emissions to atmosphere, which is why this remains a key topic in our reporting.

Impact Materiality

The evaluation of atmospheric impacts consolidates the risks that are related to emissions from fuel combustion, flaring, and other industrial processes. The release of air pollutants poses significant environmental and regulatory risks. The impact of atmospheric emissions is an important area for further exploration, particularly as global regulations on greenhouse gases and pollutants tighten.

The combined assessment of environmental impacts on marine ecosystems highlights the significant risks posed by our offshore operations, particularly from the release of pollutants into the ocean such as polycyclic aromatic hydrocarbons (PAH) and produced water (PW). Discharges of drilling fluids, chemical spills, and operational waste are the primary concerns, with potential long-term effects on biodiversity, marine habitats, and local ecosystems. The impact on the ocean is potentially substantial, both from Borr Drilling and others operating in the same areas. The impact on the ocean is a major concern for us, particularly as marine protection regulations continue to evolve.

Financial Materiality

Pollution to air regulations could potentially lead to increased operational costs if pollution taxes are implemented, or there is the need to upgrade rig equipment for pollution prevention to meet regulatory compliance. This could potentially result in loss of competitiveness in the market. Maintaining legal compliance is essential for Borr Drilling, and we continue to monitor all local and national regulations in relation to pollution to air.

Recognized financial risks include higher cost related to operations, cost for upgrading of rig equipment and clean up with potential spills, as well as non-compliance with current and emerging marine regulations.

Actions

Borr Drilling continuously monitors regulations in relation to air and water pollution and will adapt policies, procedures, and rig equipment to maintain compliance. By having a modern fleet, upgrades on equipment can be done more efficiently and generally at lower cost in comparison to older rigs. An example of this, to meet specific requirements and reduce environmental impact, is to adapt cuttings/fluid handling systems to enable zero discharge of wellbore cuttings to the sea.

Borr Drilling has also conducted a scenario analysis to assess how future air emission standards and climate policies may impact our operations and support continued regulatory compliance. The analysis considers potential impacts from marine pollution and biodiversity-related risks. This helps us to safeguard against both ecological and regulatory risks. The scenario analysis is used to broaden our assessment on potential future scenarios in a 2-degree and 4-degree prognosis. The process has involved looking into trends for regulations, biological effects of emissions to water, and atmospheric effects from air pollutants.

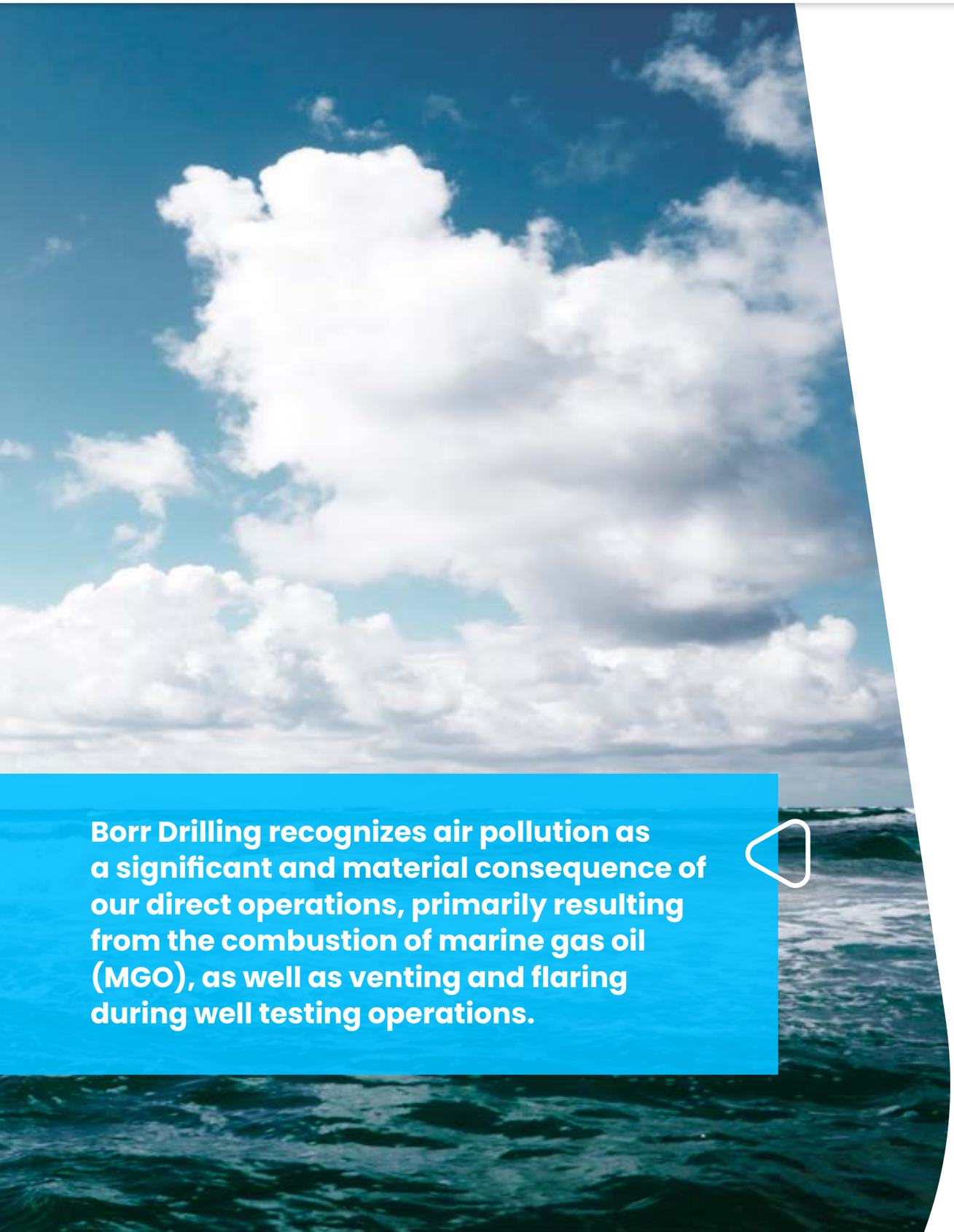
Targets

At Borr Drilling we have a target and commitment of zero significant hazardous spills to the environment and continue to take all precautions to prevent hazardous spills.

Hazardous spills recorded in 2024: 0

Key metrics

	2024	2023	2022
Number of recorded spills	0	5	3
Total liters spill recorded	0	19 150.82	15 005.1



Borr Drilling recognizes air pollution as a significant and material consequence of our direct operations, primarily resulting from the combustion of marine gas oil (MGO), as well as venting and flaring during well testing operations.

Pollution to Air

Borr Drilling recognizes air pollution as a significant and material consequence of our direct operations, primarily resulting from the combustion of marine gas oil (MGO), contributing to greenhouse gas emissions and air pollutants such as NOx, SOx, NMVOCs, and PMs.

Understanding this impact, we calculate and disclose direct emissions from both GHG gases and pollutants. We monitor air emissions as a part of our strategy to set reduction targets and mitigate climate change. In 2024, we had a total consumption of 81,834.39 metric tons of MGO, which contributed to the release of other air emissions as shown in the table.

Air Emissions table

	MGO		Diesel		Natural Gas	
Metric tons	**Total Consumption**	81 834.39	**Total Consumption**	4.31	**Total Consumption**	183.58
	Nox	2 536.87	Nox	41.75	Nox	1 194.49
	SO2	81.83	SO2	0.07	SO2	N/A
	NMVOC	163.67	NMVOC	1.20	NMVOC	198.27
	PM	163.67	PM	0.64	PM	7.34

NOx – Nitrogen Oxides
(collective term for nitrogen dioxide and nitric oxide)

SOx – Sulfur Oxides
(collective term for compounds consisting of sulphur and oxygen)

NMVOC – Non-Methane Volatile Organic Compounds

PM – Particular Matter

Pollution to Ocean

Borr Drilling is committed to strict compliance with all applicable national and regional regulations on drilling fluids, chemical management, and wastewater treatment, while closely monitoring emerging regulations to ensure proactive alignment with evolving environmental standards. We record all spills to sea including maintaining an updated Oil Record Book in compliance with International Maritime Organization (IMO) regulations and continuously work to prevent spills. All spills on our rigs are documented, noting both volume and potential severity. According to our Event Reporting and Investigation Procedure, spills or leaks contained within their secondary containment are not reported as environmental spills. However, all environmental incidents, including those contained on board, are reported and investigated to determine root causes and corrective and preventive measures.

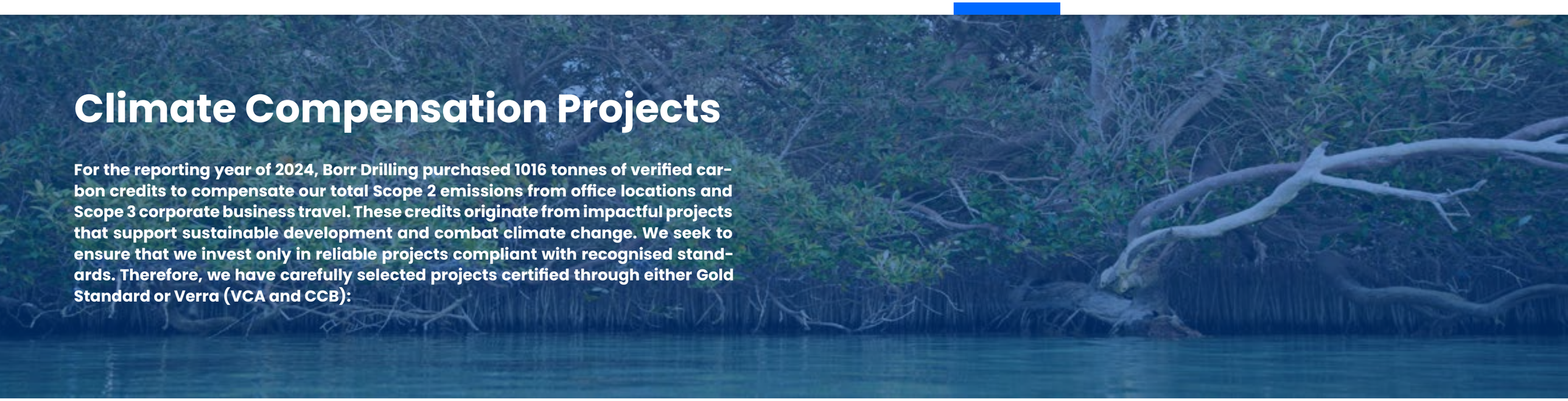
Operational discharges of produced water (PW) and drill cuttings from offshore oil and gas platforms are a continuous source of contaminants to continental shelf ecosystems. These discharges introduce a variety of pollutants, including heavy metals, hydrocarbons, and other toxic substances, which can have detrimental effects on marine life and water quality. Additionally, offshore oil and gas activities contribute other substances to the marine environment. Water pollution risks, including operational discharges, sewage, brine, heated water, and blowouts, are all identified as significant threats in our assessment of nature-related ocean risks, and taken seriously in our considerations of water management.

To prevent spills, each rig follows specific work instructions and procedures that must be complied with at all times. Our maintenance management system ensures regular inspection of rig equipment and infrastructure to prevent leaks or equipment failures. Additionally, we provide regular training for personnel on spill response procedures to ensure preparedness. In case of an incident, all relevant personnel are trained to respond effectively, and spill response equipment is readily available. Each rig has a Ship Oil Pollution Emergency Plan (SOPEP) and conducts regular spill response drills. Our Trust and Verify audit program includes auditing of each rig to ensure that all spill prevention procedures and guidelines are followed, and records of any spills are maintained.

For more information on water management please see chapter on water & effluent management.

Major Hazards

We conduct routine inspections and maintain both operational and safety-critical equipment to ensure reliability **and resilience of our operations.** Given the severe potential impacts on personnel, rig equipment, and the environment, our top priority at Borr Drilling is **the prevention of major accidents and the continuous improvement of our safety performance.**



Climate Compensation Projects

For the reporting year of 2024, Borr Drilling purchased 1016 tonnes of verified carbon credits to compensate our total Scope 2 emissions from office locations and Scope 3 corporate business travel. These credits originate from impactful projects that support sustainable development and combat climate change. We seek to ensure that we invest only in reliable projects compliant with recognised standards. Therefore, we have carefully selected projects certified through either Gold Standard or Verra (VCA and CCB):

Amayo 40MW wind power project – Nicaragua

Situated in the Rivas Municipality of Southwest Nicaragua, this project provides the local community with **renewable, affordable, and clean electricity.** In addition to reducing energy interruptions for businesses, it boosts employment and income, enhances the local economy, and improves living conditions. By displacing the need for 400,000 barrels of imported fuel oil annually, the project generates **an average of 182,000 carbon credits each year.**

Qianbei Afforestation Project – China

Located in the Guizhou Province of China, this project improves carbon sequestration and enhance biodiversity on degraded lands by planting native trees with long maturities – firs, cypresses and pines. It is **expected to remove an average of 731,897 tCO2e annually over its lifetime, just over 21 million tonnes in total.** The project also protects the globally endangered species, the Francois´Leaf Monkey. The project has created over **16,000 jobs for local villagers, of which 70% are held by women,** increasing their local villager´s income and wellbeing.

Delta Blue Carbon -1- The Indu Delta Mangrove Restoration Project Phase 1 – Pakistan

The project, located in Sindh Province of Pakistan, covers 350,000 hectares of tidal wetlands — an area larger than Luxembourg. DBC.1 has been operational for six years and has **already restored 73,000 hectares of degraded mangrove forest and tidal wetlands**. Over time, the project will continue to protect and restore the full 350,000-hectare area. It is estimated that over the next 60 years, the wetland will sequester approximately 142 million tonnes of CO2.

Efficient cookstoves, reducing CO2 and deforestation, improving raspatory health-Nigeria

BURN creates **work opportunities for local communities** through local manufacturing and distribution of clean cookstoves. Beyond improved respiratory health, the project reduces deforestation and enhances livelihoods by cutting time spent collecting firewood. To date, 600,000 stoves have been distributed across Kenya, with 95% of beneficiaries being women.

Waste Management

Introduction

Waste management has been consistent in our reporting and commitment to transparency for several years and remains a key material topic for disclosure. Given the nature of our business, waste generation, both hazardous and non-hazardous, is an unavoidable byproduct of our operations. As part of our ongoing efforts, we continuously strive to enhance our waste management practices, minimize environmental impact, and ensure compliance with relevant regulations.

Impact Materiality

Non-hazardous waste constitutes a moderate portion of Borr Drilling's overall waste output, with the majority being recycled. However, some waste still goes to landfill, underscoring opportunities for improved recycling efforts or alternative waste management solutions. Our composting of food waste is a positive development, yet there is potential to further reduce landfill-bound waste.

Hazardous waste represents a significant share of Borr Drilling's total waste. While some of it is recycled or incinerated, landfill remains the primary disposal method. This approach carries environmental considerations, particularly regarding soil and water quality. Ensuring robust waste management practices and oversight can help mitigate potential impacts on ecosystems and human health.

Financial Materiality

Through the materiality assessment process potential financial risks were identified, stemming from non-compliance in hazardous waste discharge in rig and offshore operations, such as from drilling discharge, mud composition, drill cuttings, and drill fluids. In the event of non-compliance, we could face financial negative risks in the form of fines or non-renewal of licenses.

Actions

Borr Drilling has created a series of actions, such as a review of waste streams from rig to final destination for all locations and initiatives for continued transition from disposable water bottles to containers of water stations in all locations. Food waste data has started to be collected from catering companies to better track and understand the quantity of food waste produced. Furthermore, we seek to continuously ensure compliance with regional and national regulations on drill water, mud and other drilling fluids.

Targets

- Conduct a detailed review of waste generation/waste streams across our rigs to determine 'high impact' waste reduction initiatives
- Investigate & promote usage of sustainable packaging by suppliers and at re-packaging points
- Continue transition from disposable plastic water bottles to central water stations in all locations.

Case Study

Transition from Plastic Bottles

In 2024 we continued our transition from disposable plastic water bottles to central water dispenser stations & reusable water bottles. In areas where recycling is not yet a waste stream, this makes a small but important contribution in reducing the waste to landfill and targets the plastic epidemic that marine life is experiencing. The local filter and dispenser stations are fresh water fed from existing rigs freshwater system. Our 500ml plastic bottle usage has reduced by approximately 40% and our 1.5ltr bottle usage has reduced by 81%. We continue to progress forward in our efforts to reduce as much as possible and ensure that we are minimizing our carbon footprint.

In 2024, we have improved our data consolidation processes for waste reporting, by moving from Excel-based reporting to a more efficient and accurate electronic reporting system, ensuring more robust tracking of environmental metrics across our fleet.

Waste breakdown table

	Waste category	Metric Ton
Rig waste	EE waste, landfill	6.8
	EE waste, recycled	11.5
	Food loss	39.9
	Glass waste, recycled	3.1
	Hazardous waste, incinerated	1063.2
	Hazardous waste, landfill	8022.2
	Hazardous waste, recycled	77.8
	Metal waste, recycled	703.3
	Mineral oil waste, recycled	1597.7
	Organic waste, composting	2.6
	Organic waste, recycled	7.9
	Paper waste, recycled	213.1
	Plastic waste, recycled	161.8
	Residual waste, landfill	1088.6
	Wood waste, recycled	184.2
Office waste	Carboard, recycled	5.0
	Ferrous scrap metal,recycled	0.2
	Glass, recycled	0.3
	Non ferrous scrap metal, recycled	0.5
	Paper, recycled	7.2
	Plastic, recycled	1.3
	Residual waste, incinerated	9.0
	Wood, recycled	0.4

Key metrics

Borr drilling is committed to responsible waste management through segregation, reuse, recycling, and waste minimization efforts, as outlined in our Environment and Sustainability Policy. To uphold this commitment, we have a policy to segregate waste produced on our rigs and in our offices, continuously striving to reduce waste. This effort includes using remanufactured parts during engine overhauls and reducing single-use plastics. We track and monitor all waste-related data per offshore on shipment manifests of the various waste fractions and include this data in our scope 3 emissions reporting. The VP QHSE is responsible for ensuring that all waste data is tracked and monitored according to the company-wide procedure. We acknowledge that our operations generate waste that can impact the environment. During rig operations, we produce various types of waste, including waste oil, chemicals, containers, metal scrap, filters, and rags. Please note all drilling mud used is reported under water and effluents management. These substances, if released into the marine environment, can be harmful depending on the volume emitted. Additionally, our crew members generate domestic waste, such as plastic, food waste, and residual waste, which can accumulate and harm the marine ecosystem if not properly managed. We collect and segregate waste by type and treatment method, sending it to onshore treatment facilities where a third-party waste management company handles it according to national waste treatment legislation.

In 2024 we increased our reporting scope to include all onshore office facilities. Waste data has been collected from our Aberdeen office and estimated for our global offices based on full-time employees (FTE). Due to the size and large proportion of employees in Aberdeen and considering the robust data quality from waste management facilities in Scotland, this data has been deemed representative for our remaining offices where waste data is both difficult to collect and with lower data quality. We expect to continue to expand on our Scope 3 and waste data reporting, and we see the inclusion of estimated waste data for all office facilities as a positive step towards more transparent and representative data. In 2024, we collected 13,184 metric tons of waste from our rigs, separating it into hazardous and non-hazardous fractions, with hazardous waste accounting for approximately 70% of the total.

Hazardous waste table from rigs

Rig waste breakdown	Metric Ton
Hazardous	9 163
Non-Hazardous	4 021

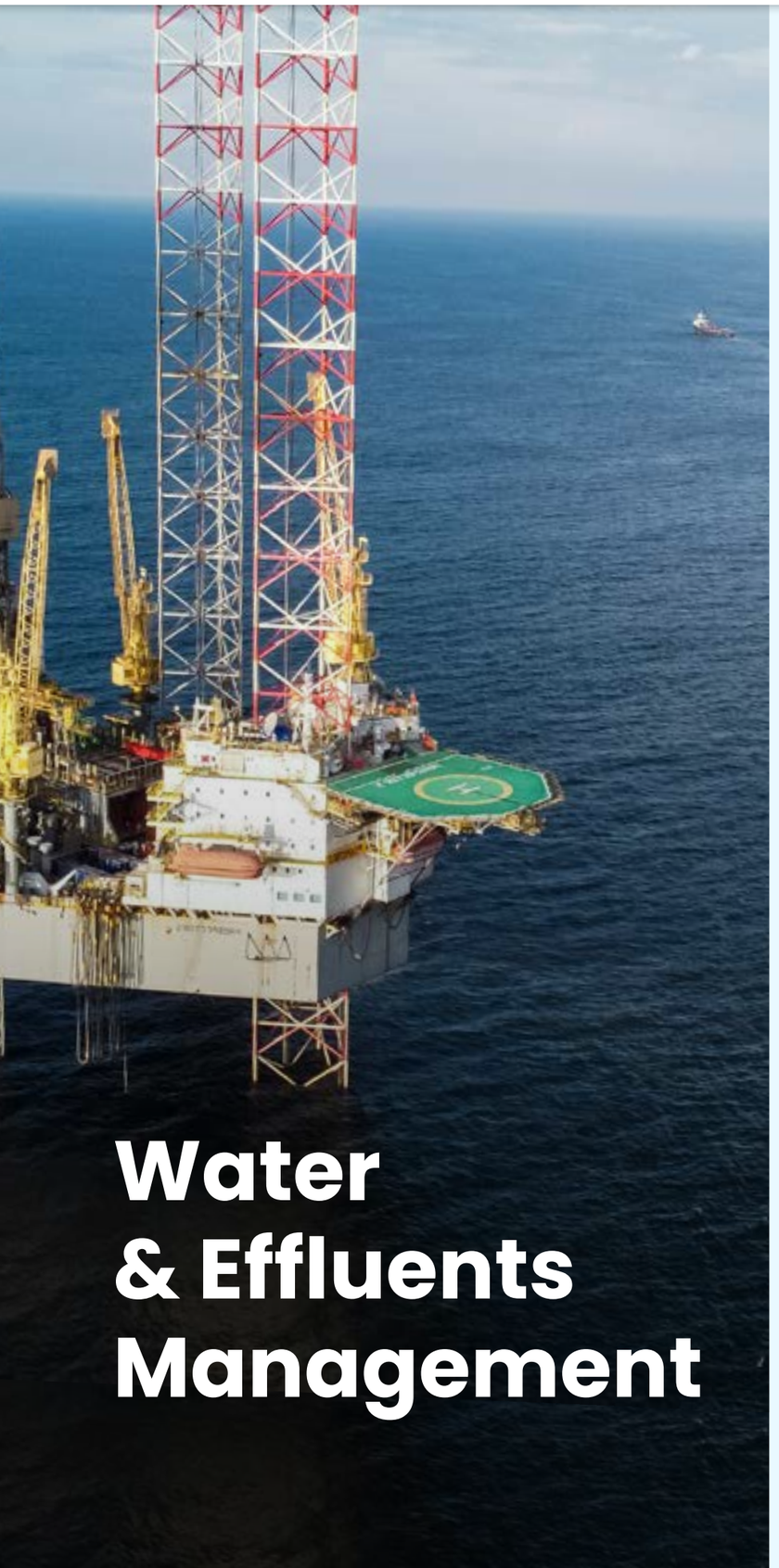
Working Group Focusing on Waste Generation

Comprising of various functions and departments, this corporate working group focuses on ESG initiatives through our supply chain and supports the achievement of key targets and initiatives set by the Sustainability Committee.

The working group has been successful in identifying opportunities for improvement through locating more sustainable alternative chemicals and continues to make strides in ensuring best practice to minimize impact on the environment through our operations.

Borr Drilling's working group is designed to be flexible and adaptive, evolving to address the company's priorities and emerging sustainability challenges. Through various initiatives such as the ongoing elimination of plastic water bottles, the investigation into water efficiency options and identifying further opportunities along the value chain for emissions reduction, the group has and will continue to expand beyond chemicals. Many of these efforts are centered around waste reduction.

With a large quantity of waste generated from food, this group has for example made progress in establishing a good relationship with our offshore catering companies obtaining a closer visual into the main sources of catering waste, creating opportunities to reduce where possible.



Water & Effluents Management

Introduction

Water and effluents management is a critical material topic for Borr Drilling, also considering compliance with the International Maritime Organization (IMO) and the International Convention for the Prevention of Pollution from Ships (MARPOL). The topic of water and effluents management includes water withdrawals, consumption and discharge, all relevant due to the nature of our operations. Borr Drilling is both dependent on freshwater and seawater for our operations, and thus water management is crucial for compliance and reduced negative impact on the environment and marine ecosystem.

Impact Materiality

Borr Drilling consumes significant amounts of freshwater, sourced from onshore locations and produced on-site by water makers that convert seawater to fresh water. Water is utilized for municipal purposes as well as for drilling fluids in our operations . Given that Borr Drilling operates in water-sensitive areas, the impact of water consumption is considered materially significant.

Water discharge is a critical issue, especially as it affects marine ecosystems that are sensitive to pollution. Borr Drilling implements various water treatment processes on its rigs to ensure compliance with local and international environmental regulations, reflecting our commitment to responsible environmental stewardship.

Financial Materiality

By investing in water-efficient technologies and practices, Borr Drilling can reduce water consumption in its operations, particularly in water-stressed regions like the Middle East and Mexico. This could lead to lower operational costs, enhance operational resilience, and reduce the Company's vulnerability to water scarcity. Implementing advanced water recycling systems, desalination plants, and closed-loop water systems, could position us as a leader in sustainable water use within the oil and gas industry, and helping us comply with evolving regulatory requirements and differentiating Borr Drilling from our competitors.

Over time, as climate change exacerbates water scarcity, regions like the Middle East, Southeast Asia, and parts of the Americas, where we operate, could experience chronic freshwater shortages. Such shortages could introduce the opportunity to invest in more sustainable water management practices, such as recycling and desalination. However, this could be capital-intensive and require significant operational changes.

Stricter regulations on water pollution from rig operations, including discharge of water-based mud and drilling fluids, could increase compliance costs. In environmentally sensitive areas, obtaining or renewing licenses may become harder, leading to delays and added expenses.

Actions

In 2024, we began reporting water-related data to the Carbon Disclosure Project (CDP) – Water. This has resulted in increasing water data quality internally and increasing transparency in our reporting. We have also analyzed and assessed all areas of water stress for current operating locations, increasing our internal knowledge on water-scarce areas in current and future scenarios in 2030 and 2050. Borr Drilling is committed to enhancing the monitoring and management of water consumption onboard our rigs. Furthermore, the Greener Chemical Working Group has been established to identify and promote greener chemical alternatives. In addition, a further mitigating action to meet requirements and reduce environmental impact is to adapt cuttings/fluid handling systems for water management.

Targets

- Target zero significant hazardous spills to the environment
- Identify water reduction solutions for offshore rigs for implementation.
- Expand scope of Greener chemical working group scope to identify and promote sustainable solutions across our value chain.

Water Withdrawal, Consumption & Discharge Management

Due to the need for fresh water at various stages of our offshore operations, both indirectly in our value chain and directly in rig operations, it is crucial for Borr Drilling to effectively manage water and effluents. Water is vital for operating accommodation units on our rigs, drilling fluids, and general rig cleaning. Potable water is primarily produced on board from seawater.

In 2024 Borr Drilling reported to CDP Water for the first time and obtained a B-Score. This has been a central part of our efforts to track and monitor all water consumption and discharge from our rigs and value chain in line with our commitments to prevent pollution and set environmental objectives as outlined in our Environmental and Sustainability Policy.

In our operations, we use oils and chemicals stored in dedicated tanks on each rig, prioritizing safety of employees and the environment. Mishandling these materials can pose significant risks to both rig personnel and the surrounding ecosystem. Recognizing these hazards, Borr Drilling is actively transitioning to greener alternatives for operational chemicals, such as BOP fluid and jacking grease, to mitigate the adverse environmental effects associated with traditional chemical use.

Borr Drilling is committed to the responsible consumption and safe management of water in all our operations. We have several internal procedures to ensure compliance with our commitments and applicable legislation, including frameworks like the Ballast Water Management Convention. We seek to minimize the introduction of harmful organisms into the sea upon discharge of ballast water. Accordingly, each rig is equipped with a rig-specific ballast water management plan.

In addition to being subject to all applicable local regulations in the jurisdictions where we operate, we are subject to the applicable parts of IMO and MARRPOL regarding the treatment and discharge of wastewater. This includes sewage and wastewater from our operations that may contain drilling fluids, chemicals, hydrocarbons, and other contaminants. Each rig also has a specific drainage and discharge management plan to meet these regulations.

Water Stress

WWF Water risk filter, current status.

In 2024, we conducted a nature risk analysis as part of our commitment to understand and reduce our environmental impact. Amongst other factors, water stress levels were recorded across all operating areas using WTTs Water Risk Filter, however, approximately 40% of the water used on our rigs may come from sources outside these locations. This global sourcing approach complicates precise tracking and reporting of water origins. As industry practices require sourcing from multiple locations for reliability, tracing exact withdrawal points remains challenging. We remain committed to industry best practices, regulatory compliance, and continuous improvement in water management.

Our operations rely on both freshwater and seawater, with 99.5% of our total water withdrawal being seawater, primarily used for rig cooling. The remaining 0.5% is freshwater sourced from various areas in proximity to our operating locations. Approximately 42% of our withdrawn freshwater comes from regions classified as “water stress areas” by the WWF, when directly linked to our operational sites. However, due to the significant share of freshwater potentially sourced outside these locations, some uncertainty remains in our water stress distribution. To account for this, we consistently attribute water stress to the region of operation.

Freshwater withdrawal data is collected from the individual rig in their respective location at the time of withdrawal used for drill water and municipal use. Sea water withdrawal used for rig cooling is estimated based on a selection of rigs with higher data availability and quality. Not all rigs are currently tracking all seawater related data, hence have been estimated. We are working to improve our water collection data over time.

Water consumption refers to water not returned to the same source due to evaporation on deck or going into production. It is assumed that roughly 5% of seawater for cooling and freshwater for municipal use is not returned to source. The remaining 95% is thus returned to sea or sent as grey water ashore following regional requirements in area of operation.

Please see page 85 for complete water data overview.

Water intensity

To improve water efficiency, Borr has developed a set of metrics to monitor water performance and withdrawals over time, providing a foundation for setting and tracking future water-related targets. Given the nature of our operations, water intensity is measured based on man-hours and contracted days, ensuring an accurate representation of actual consumption rather than inflated figures from rigs on standby.

Metric	Total water withdrawal intensity	Total freshwater withdrawal intensity
ML/Manhours worked	0.008781	0.00004
ML/Contracted days	0.729140	0.00657

Nature & Biodiversity

Introduction

In 2024, Borr Drilling conducted a nature risk analysis using the Task Force on Nature-Related Financial Disclosures (TNFD) framework, assessing, identifying and evaluating, nature-related impacts, risks, and opportunities. The analysis of our potential impacts on nature and biodiversity has placed this topic as material in our reporting. Given that nature reporting is still developing compared to climate reporting, Borr Drilling's approach to managing and disclosing nature-related issues will continue to evolve over time.

Impact Materiality

Our operations have the potential to result in negative impacts on marine ecosystems, particularly in the Shoreline Systems and Maritime Vegetation Biomes. Pollution from oil-based mud usage, chemical mixing, sewage discharge, and brine disposal can affect marine life and local populations reliant on maritime resources. Thermal and noise pollution further disrupt ecosystems, altering habitat conditions, species metabolism, and reproduction rates. These impacts have human rights implications, as they can affect food security and livelihoods in coastal communities.

Another potential impact is the introduction of invasive species when rigs are relocated, as ballast and cooling water discharge can transfer non-native organisms. These species may outcompete native populations, introduce diseases, or disrupt habitat structures, affecting biodiversity and commercial industries.

While Borr Drilling operates offshore, gas flaring during well testing operations contributes to thermal pollution, potentially impacting microclimates, soil, and vegetation when operations occur near land. However, direct risks to land-based food resources are considered low.

Financial Materiality

Borr Drilling faces financial risks related to environmental regulations and ecosystem impacts, particularly regarding discharge to sea, pollution controls, and invasive species management. As governments introduce stricter regulations on spill prevention and zero discharge policies, compliance costs could increase. Potential fines, legal costs, and operational adjustments may also arise if discharge regulations become more stringent.

The spread of invasive alien species presents another financial risk. If new regulations restrict ballast and cooling water discharge, operational processes could be impacted, requiring costly mitigation measures or modifications to comply with environmental laws. While the financial impact could be significant, current regulatory trends suggest a lower likelihood of immediate enforcement.

Financial risks are assessed based on global scenario analyses (TNFD, IPCC, EIA), evaluating the probability of regulatory shifts and environmental costs over time. The likelihood of stricter discharge regulations is moderate, while invasive species-related regulations are considered less immediate but could pose long-term financial challenges.

The time horizon for these risks varies and pollution-related regulations could tighten in the medium term, while restrictions on invasive species management are expected to develop over a longer period. Continuous monitoring, regulatory engagement, and proactive environmental management will be crucial in mitigating financial exposure.

Actions

We have put actions in place to ensure that we are implementing best practice and preserving nature and biodiversity as far as it is in our control to do so.

- Periodically review regulatory standards and upgrade equipment to mitigate water discharge.
- Continuously review and adapt spill prevention strategies and comply with environmental standards.
- Upgrade equipment to reduce environmental impact and meet regulatory requirements.

The TNFD recommendations are structured around four core elements of organizational operations: governance, strategy, risk management, and metrics and targets.

Nature Impacts, Risks & Opportunities Assessment

In 2024, Borr Drilling conducted a full nature risk analysis using the TNFD framework. The framework gives clear recommendations to addressing and assessing nature related dependencies, impacts, risks and opportunities, putting market transparency and stability in the center. We use the same time horizon and financial impact across both climate related and nature related risks and opportunities.

The TNFD recommendations are structured around four core elements of organizational operations: governance, strategy, risk management, and metrics and targets. The framework identifies key categories of nature-related risks, including risks linked to ecosystem degradation, biodiversity loss, and overuse of natural resources, as well as the opportunities presented by nature-positive business strategies and sustainable resource management. Moreover, the TNFD emphasizes the financial impact of nature-related issues, recognizing its importance in the evaluation of risks and opportunities that arise from dependencies and impacts on nature.

In identifying and assessing dependencies, impacts, risks, and opportunities, we have utilized the LEAP approach. Additionally, we have applied WWF filters for Biodiversity and Water, the United Nations Environmental Program, and IUCN critically endangered species assessments.

Natural resource dependencies identified:	
Fresh water	Municipal use, offshore
	Municipal use, onshore
	Drill water for water-based mud and drilling
Sea water	Offshore cooling
	Ballast water
	General biome (M1/M2) dependency
Virgin Oil and Gas	Extraction resource
Diesel	Combustion on rig
	Combustion for transportation
	Drilling fluid (Mexico)
Steel	For rig construction
Cement	For well construction and plug and abandonment operations

These dependencies are universal across geographical locations, and it is important to emphasize the nature of our business. Our rigs are mobile and therefore our operating locations change.

Social

Our Social efforts align with:

Material Topics:

- Human Rights
- Corporate Social Responsibility
- HSE
- Employment Practices & Equal Opportunity

Human Rights

Introduction

At Borr Drilling, we are committed to creating a fair, safe, and respectful working environment for everyone connected to our operations. This includes our own employees, as well as workers throughout our value chain. We actively promote human rights standards through internal policies, training, and collaboration with our suppliers. Our approach emphasizes education, and continuous improvement to ensure the protection of human rights at every level of our business.

As a global company, we recognize that operating in diverse regions can present heightened human rights risks, such as child labor and forced labor, particularly within the broader and complex supply chains. While the offshore nature of our work reduces direct exposure to these risks, we remain vigilant. We understand the importance of ongoing due diligence, effective screening, and compliance with international regulations, such as the Modern Slavery Act, to identify and address potential violations.

These challenges require constant attention and proactive management. We are continuously enhancing our practices to meet the evolving expectations of stakeholders and regulators to ensure strict mitigation measures are in place. This includes strengthening supplier oversight, refining risk assessments, expanding our due diligence processes, and continuously educating our personnel.

To support this effort, we prioritize education and awareness. Through targeted training on modern slavery, ethical labor practices, and human rights compliance, we encourage both our employees and suppliers to play an active role in identifying and preventing potential issues.

Impact Materiality

As a global company, with complex value chains, Borr Drilling has the potential to have both negative and positive impacts on human rights, particularly in regions with risks of child labor and forced labor. While compliance with offshore drilling regulations help to limit these concerns, the upstream supply chain presents potential risks that require frequent review and ethical labor enforcement.

Child labor remains a global human rights concern, and while we ensure strict compliance with international regulations such as the Modern Slavery Act, there is inherently limited direct control over certain suppliers and subcontractors. Although no cases have been identified, the issue remains a high priority requiring continuous monitoring and engagement with suppliers to enforce ethical labor standards.

Similarly, child labor and forced labor risks exist in heightened risk regions where Borr Drilling operates. While the company maintains strict controls within its own operations, suppliers in higher-risk areas may be more vulnerable to exploitative labor practices. The limited visibility over complex supply chains makes this a challenging issue to assess however, we address this through continuous work to increase supply chain transparency. If forced labor were discovered amongst suppliers, Borr Drilling would adhere to the Organisation for Economic Co-operation and Development (OECD) recommendations.

Addressing these human rights risks is continuously ongoing, requiring constant supplier engagement, and regulatory compliance to prevent human rights violations and minimize negative social impacts across Borr Drilling's global value chain.

Financial Materiality

The financial impact of discovering child or forced labor within Borr Drilling's operations or supply chain would be severe, leading to legal penalties, reputational damage, and loss of client trust. Regulatory violations under frameworks such as the Modern Slavery Act could result in heavy fines, legal fees, and increased compliance costs. Negative publicity from such an incident could cause contract terminations, investor concerns, and long-term business challenges, particularly with clients prioritizing ethical labor practices.

While we enforce strict employment policies, audits, and supplier engagement programs, the residual risk remains in regions where supply chain transparency is limited. The likelihood of human rights violations occurring within the company's direct operations is low however, the risk remains for indirect suppliers, therefore during the onboarding screening process we ensure that this is addressed.

There is an ongoing time horizon for the management of these risks, requiring strict supplier oversight, and immediate action to address any identified concerns. As global regulations tighten, long-term financial investments in due diligence and ethical labor monitoring will remain essential to safeguard the company from human rights-related financial risks.

Actions

The following steps have been taken to prevent the occurrence of human rights issues in our operations and to assure ourselves of ethical conduct in our value chain.

- Modern Slavery Training is provided to applicable key personnel to recognize, report, and address modern slavery risks. This is carried out using the Corporate Minimum Standard Onshore Training Matrix. The training is renewed every 2 years to maintain awareness and adherence.
- Integration of Human Rights Principles into policies, procedures, and daily operations to promote dignity, equality, and freedom.
- Code of Conduct Training required for all global employees and contingent workers through an e-learning course, which is renewed annually.
- Sharing the Borr Drilling Code of Conduct with all new vendors to ensure ethical business practices.

Key metrics

New suppliers screened for social criteria in 2024: 36%*

* Percentage does not include the 27 new suppliers that were in the process of completing the ESG assessment at the time but only those that completed it.

Corporate Social Responsibility

Local Commitment – Global Impact

At Borr Drilling, Corporate Social Responsibility (CSR) is not just an initiative — it's an expression of who we are. Our approach is rooted in local action and led by people who understand the real needs of their communities. In 2024, our teams across the globe put that mindset into practice through a wide range of initiatives focused on helping others, protecting the environment, and creating long-term impact.

CSR at Borr is driven from the ground up. Employees across Southeast Asia, the Middle East, Africa, and Europe took the lead in identifying and supporting causes that matter — organising blood drives and beach clean-ups, delivering aid to orphanages, supplying goods to food banks, improving infrastructure at children's homes, and investing in local youth development.

Although these actions vary from place to place, they all reflect our shared commitment to four key pillars:

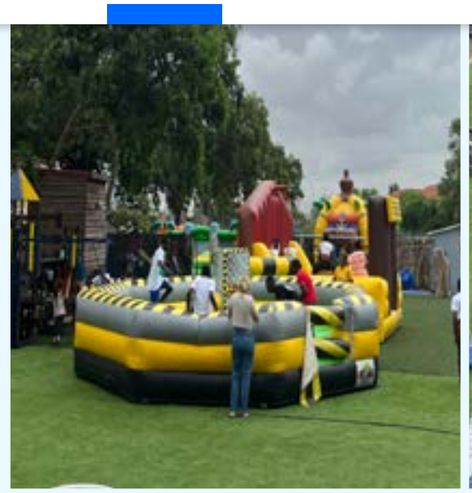
Community Engagement	Health & Wellness	Environmental Responsibility	Youth Empowerment
Supporting local communities through hands-on initiatives like charity events, donations, and volunteering, tailored to real needs.	Promoting physical and emotional wellbeing through activities such as blood donation drives and health awareness campaigns.	Taking action to protect the planet through clean-up efforts, recycling programs, and support for local environmental causes.	Helping young people grow through education, sports, and development programs that build confidence, skills, and opportunity.

Due to the ownership and empathy of our local teams, we were able to respond to specific regional challenges in meaningful ways — whether that meant collecting over 300 kg of textiles for recycling, raising funds for children living with cancer, or simply showing up with time, care, and resources for people in need.

As we continue to pursue ambitious ESG goals, these initiatives are a reminder that real impact often starts small — with a team of people who care and take action.

Africa – Community Engagement

In the Republic of the Congo, the team carried out meaningful improvements to the orphanage's facilities, focusing on much-needed repairs in the kitchen and laundry areas. This initiative combined hands-on involvement with lasting impact, bringing both emotional and practical support to the community. In addition, our local team brought warmth and joy to the Coeur Céleste orphanage during the holiday season. They organised a festive Christmas celebration for the children, complete with games, food, and gift-giving — distributing 56 individual presents to children aged 3 to 17.



Asia – Health & Wellness

In Malaysia, we launched a blood donation campaign in collaboration with the National Blood Centre and Puspanita (under the Ministry of Finance). The campaign attracted 73 attendees, including 39 successful donors. The initiative not only supported national healthcare needs, but also helped raise awareness of the personal benefits of blood donation, such as improved emotional wellbeing and a sense of civic purpose. By encouraging both participation and education, the campaign demonstrated the power of employee-led health initiatives.

Europe – Environmental Responsibility

In celebration of World Environment Day 2024, our Aberdeen teams came together for a "Clean Up Day" to tackle local pollution. Employees cleared litter from streets, parks, and public spaces — directly contributing to a cleaner environment and the protection of local ecosystems and wildlife. Beyond the immediate impact, the initiative helped raise awareness about responsible waste management and inspired others in the community to join the cause. A big thank you to everyone who took part — your efforts are helping to create a cleaner, healthier planet for all.

Middle East – Youth Empowerment

In Saudi Arabia, we supported youth development by sponsoring the Khaleej Club — an organisation offering sports training to local children and teenagers across a range of disciplines, including taekwondo, handball, swimming, and football. The club provides not only physical training, but also a framework for building confidence, discipline, and teamwork. Our sponsorship enables the club to reach more young athletes, investing in both individual potential and stronger, healthier communities.

Health, Safety & Environment

Introduction

Our "Zero Harm, One Safe Day at a Time" philosophy is a fundamental part of Borr Drilling's business, and HSE is therefore considered a key material topic. It is paramount to our operations that we do not compromise on health and safety measures, which is why we continuously work to further develop our Health and Safety Management System. Through this, we can systematically address potential negative impacts and work towards realizing the opportunities connected to strong HSE practices.

Impact Materiality

As a key service provider involving physical labor and heavy machinery, significant impacts on worker safety were identified. Both offshore and onshore operations were assessed. For offshore operations, stakeholder interviews highlighted the risk of dropped objects on rigs as a primary safety concern. Other aspects included in the assessment were working at height and confined space entry. Despite robust mitigation measures (see overview - page 54), incidents can still occur, leading to potential injuries, fatalities, and operational disruptions. This risk spans all rig operations involving heavy machinery, but with targeted engineering solutions and ongoing safety training make it highly remediable.

Another significant potential impact on offshore workers is exposure to hazardous chemicals. Borr Drilling remains vigilant.

For onshore staff, key impacts identified concerned elements such as mental health. To address these concerns, we have implemented several initiatives focused on mental health awareness, stress management training, and creating a supportive work environment. Additionally, providing access to mental health resources and counseling services gives employees support to maintain their well-being and perform their duties effectively.

Financial Materiality

Borr Drilling has identified key HSE risks with financial, legal, and operational consequences. Physical risks to offshore workers can lead to medical costs, compensation claims, rig downtime, regulatory penalties, and reputational harm. Effective mitigation through targeted HSE improvements and engineering controls is essential to reduce both human and financial impact.

Mental health risks can also incur financial risks, as these can lead to stress and burnout, impacting productivity, absenteeism, and turnover, ultimately affecting operational efficiency.

We recognise the opportunity to enhance our HSE focus particularly in the area of Personal Protective Equipment (PPE) for female workers. While the responsibility for suitable PPE largely rests with the suppliers, we are proactively collaborating with manufactures to expedite the development of gender appropriate PPE. The initiative underscores our commitment to inclusivity and reinforces our reputation as an employer that prioritises the well-being of all employees.

Additionally, strengthening our chemical monitoring and HSE training presents an opportunity to establish industry-leading health and safety practices. By proactively addressing these risks, Borr Drilling not only aims to protect our workforce but demonstrate our ongoing commitment to operational excellence, regulatory compliance, long-term sustainability and a safe working environment for all.

Actions

In 2024, Borr Drilling advanced its "Zero Harm, One Safe Day at a Time" philosophy through a range of initiatives designed to strengthen safety culture, enhance procedures, and support employee wellbeing. The QHSE and Operational Optimization Project ensured alignment with updated legislation, best practices, and workforce feedback.

Key efforts included the rollout of the Behavior-Based Safety (BBS) application, enabling efficient tracking and analysis of safety card submissions, and a tailored QHSE leadership training program to promote safety-first management. A new company-wide video reinforced our Zero Harm commitment, while a comprehensive review of our Zone Management system identified improvements to reduce exposure to high-risk areas.

We also launched quarterly safety campaigns addressing major accident prevention, personal injury reduction, safe lifting, dropped object prevention, and workplace wellbeing. The "8 Ways to Stop the Drop" initiative continued to promote awareness and proactive inspections across our fleet, supported by trained Drops Champions.

To enhance emergency preparedness, dedicated software was introduced to streamline communication between Crisis and Incident Management Teams, and regular crisis drills, including an IT security breach simulation, tested our response capabilities.

Significant progress was also made in procedures, training, and system optimization. New and revised QHSE procedures were rolled out alongside targeted training. Updates to our document management system landing page improved usability, while a new Audit Module strengthened safety compliance tracking. Integrated reporting systems reduced duplication and manual workload. A new Hazard Identification Program was also implemented to empower staff to recognize and mitigate risks proactively.

Through these integrated initiatives, we continue to strengthen operational excellence, reinforce its safety-first mindset, and build a resilient, informed, and well-supported workforce.

Targets

Total Recordable Injury Frequency (TRIF) below **1.05**

Borr Drilling's ultimate Health and Safety target, is 0 incidents. Which is why we follow the "Zero Harm, One Safe Day at a Time" philosophy. The QHSE and Operational Optimization Project ensures alignment with updated legislation, best practices, and workforce feedback.

Key metrics

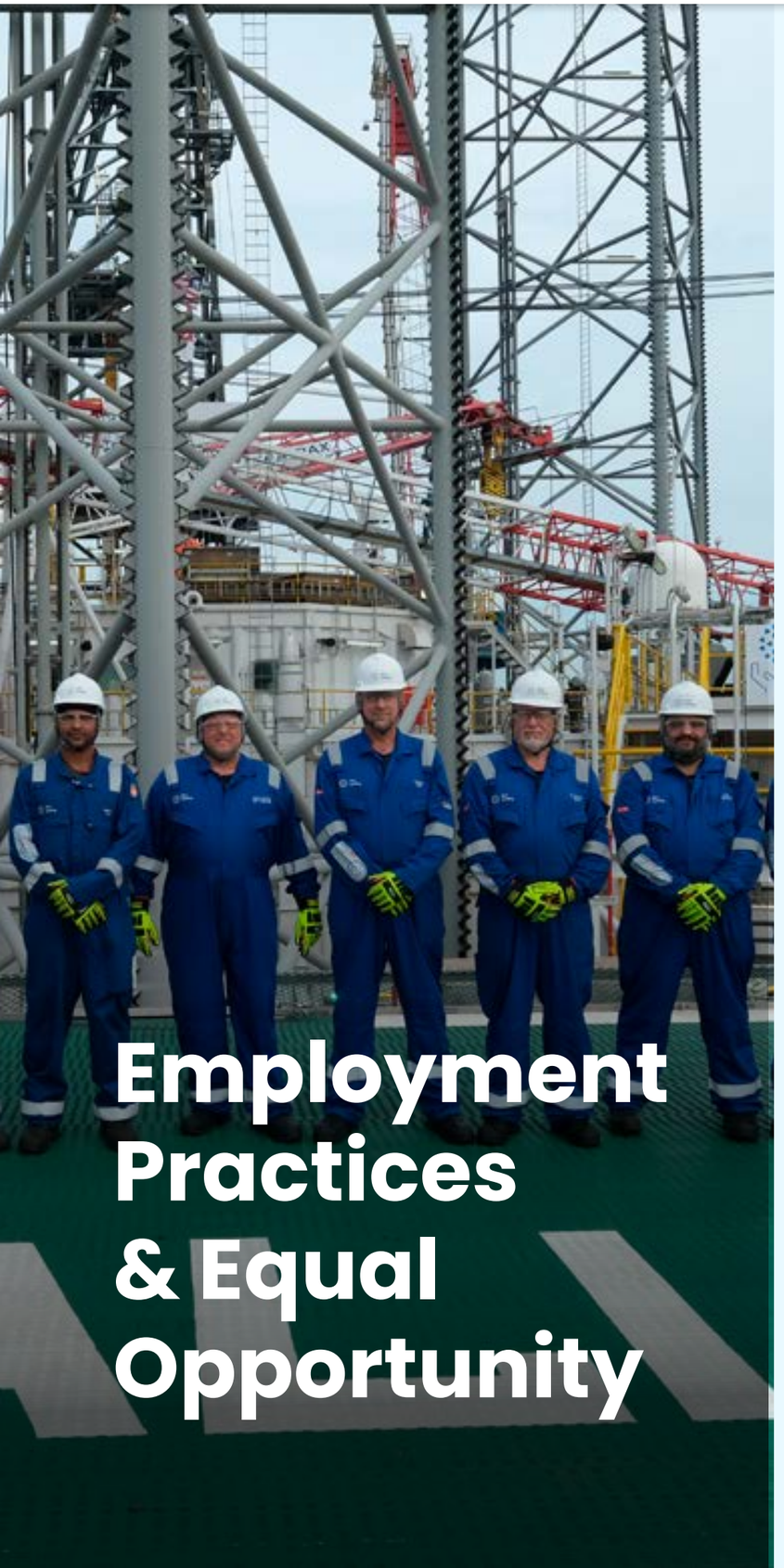
By applying rigorous measures to ensure high safety standards, we have maintained a low number of high consequence injuries.

See full overview of injuries & Ill health in appendix pg. 78

Health and Safety Management System

Borr drilling has identified key HSE risks that, if unaddressed, could have significant impacts not only on the safety and well-being of our workforce but also on financial, legal, and operational outcomes. Physical risks to offshore workers can result in injuries with lasting effects on their health, alongside medical costs, compensation claims, rig down-time, regulatory penalties, and reputational harm. Through targeted HSE improvements and engineering controls, we strive to minimise both the human and wider organisa-tional consequences of these risks.

Risk Prevention and Operational Safety	
Stop Work Authority	Empowers all employees to halt operations if safety environmental or quality risks are perceived, ensuring that any potential issues are addressed immediately
Life Saving Rules	Mandatory compliance with critical company safety rules, reinforced through regular training and integrated into daily operations.
Borr Integrated Management System (BMS)	Sets the management expectations, requirements and provide guidelines for the overall planning and administration of activities of all integrated functions within the company to ensure a consistent delivery of quality service to customers in conformance to customer, applicable statutory and regulatory requirements.
Risk and Change Management	Systematic process to identify, assess, manage and treat risks related to company activities including information security, temporary and permanent changes and those impacting the delivery of service and to implement appropriate control measures to reduce unacceptable risk levels to As Low As Reasonably Practicable (ALARP).
Audits and Inspections	Processes for self-verification and audit to verify compliance to the 'BMS', regulatory legal obligations, recognized industry standards and accepted business management standards.
Incident Prevention, Emergency Preparedness and Operational Resilience	
Incident Reporting and Response	Comprehensive procedures for reporting, investigating, and analyzing incidents incorporating root cause analysis using the COMET tool and consideration of human factors to prevent recurrent and continuously improve our HSE Practices and sharing of lessons learned.
Emergency Response Plans	Developing and maintaining emergency response plans and conducting regular drills and simulations to refine response capabilities.
Crisis Management	Through our Crisis Management Room, we provide a 24/7 call-out service to activate crisis teams when needed. This initiative includes business continuity plans, simulations and drills, ensuring a rapid response from anywhere worldwide. Monthly tests verify communication readiness, with regional call lists regularly updated for efficiency. Additionally, our strategy incorporates proactive risk management and contingency planning to ensure operational continuity and resilience during crises, aligning with business objectives and maintaining operational stability.
Security	We are engaged with an internationally recognized security provider to support our global operations, ensuring the safety and protection of our personnel, assets, and information across all regions. Our security measures are integrated with risk management and emergency response protocols to address potential threats and maintain operational continuity in diverse and dynamic environments.
Environmental Protection Measures	Minimizing environmental impact through effective waste management, pollution control, and strict adherence to environmental regulations ensuring sustainable operations and compliance with applicable environmental standards.
Workforce	
Employee Health and Well-being	Providing health programs and mental health resources to support the physical, emotional and psychological well-being of our workforce, nurturing a safe and supportive work environment.
Training and Development	Ongoing competency assessments, supported by BCAMS, the training matrix, and the Short Service Employee program, to address emerging HSE challenges, enhance workforce skills, and ensure continuous improvement in safety and operational performance.
Communication	Regular updates and effective channels, including the global safety leadership monthly meetings, HSE meetings, presentations, webinars, lunch and learns and distributed materials to ensure personnel remain informed, engaged and aligned with company HSE practices.
Healthcare services	Each rig is staffed with 1 or more offshore medics to provide immediate medical care, supported by a leading medical assistance provider for both offshore and onshore needs. For serious incidents, our Medical Emergency Response Plans ensure prompt evacuation and treatment. Onshore, our Workforce Resilience Program offers mental health resources, wellness initiatives, and comprehensive support systems.



Employment Practices & Equal Opportunity

Introduction

Borr Drilling considers Employment Practices and Equal Opportunity to be of high importance, as it is directly connected to our operational performance, local responsibility, gender equality, diversity, equity and inclusion, collective bargaining and work-life balance. Having strong procedures both around hiring of new talent, as well as retention of talent we have already employed, is key to ensuring our long-term success as a business. To identify the priority matters within this highly important topic, a range of key internal stakeholders were consulted. We are committed to ensuring continuous progress pertaining to our employment practices and ensuring equal opportunity measures.

Impact Materiality

Borr Drilling considers strong employment practices and the promotion of equal opportunities as a key contributing factor for attracting top talent and developing long-lasting employee relationships. Therefore, it is important that we continuously work on realizing positive impacts, as well as mitigating the potential negative impacts in this area.

A topic highlighted throughout the materiality process was the need for training and development of employees, as Borr Drilling has the potential for significant negative and positive impacts on employees in this context. Not only is training imperative for safety competence assurance, compliance with regulatory requirements and alignment to industry standards, but it also has the potential to positively impact employee career prospects.

The company's shift toward direct hiring has significantly improved job security, income stability, and access to benefits, particularly in regions where secure employment is scarce. This contributes to better financial security, stronger local economies, and improved social conditions. Offshore work is project-based; post-project employment uncertainty can lead to financial instability and insecurity for workers, in spite of end of service statutory compliance.

Effective communication within the organization has a positive impact on fostering transparency, trust, and employee engagement. Strong communication enhances offshore safety, reduces misunderstandings, and prevents workplace conflicts, contributing to a more cohesive and efficient work environment. Conversely, poor communication can lead to safety risks, compliance issues, and lower job satisfaction, ultimately affecting worker well-being and operational efficiency. Therefore, we recognize the significant importance of clear and continuous communication and actively utilize our digital platforms to convey critical information effectively.

At Borr Drilling, we acknowledge our influence on our employees' work-life balance and mental health. Offshore employees face long periods of isolation, while onshore staff managing global operations are prone to long working days. If unmitigated, this can lead to chronic fatigue, stress, and mental health struggles. While mental health initiatives and wellness programs have been introduced, the demanding nature of offshore work means that maintaining a healthy work-life balance remains a high priority.

Actions

Succession planning for offshore workforce implemented in all regions to support future demands through our “Grow Our Own” strategy whilst establishing a career path ratio metric to further support progress. (See “Grow our Own”)

It is in pipeline to assess the age demographic of the direct-hire employee workforce, both onshore and offshore, to understand and plan future retirements as part of succession planning.

Financial Materiality

Borr Drilling’s employment practices present both risks and opportunities, particularly in communication, direct hiring, employee well-being, and legal compliance.

Effective workforce communication is essential for ensuring compliance and operational safety. Clear communication reduces workplace conflicts, enhances transparency and strengthens employee engagement. However, ineffective communication, especially regarding risk assessment procedures, could lead to safety hazards, non-compliance, regulatory fines, and reputational damage. While the likelihood of this risk is medium, its potential financial impact is high, making reviewing the internal communication important, to ensure it remains effective and fit for purposes.

The transition to direct hiring enhances workforce stability whilst reducing reliance on third party contractors and improving employees retention and productivity. This shift supports long-term financial and operational efficiency, yet it also increases fixed costs, including salaries, benefits, and administrative expenses. In a volatile market, maintaining a direct workforce may become financially unsustainable, leading to cash flow constraints or workforce reductions.

Work-life balance and mental health remain important aspects. If these are not supported appropriately and continuously, it could lead to higher healthcare costs, legal liabilities, and increased turnover, making it a high-priority risk requiring continuous investment in mental health initiatives. Therefore, it is imperative for our organization to continue to proactively support the focus on mental health and work-life balance initiatives to mitigate potential negative impact.

Finally, compliance with employment regulations poses a legal risk. Non-compliance with labor laws or collective bargaining agreements could result in fines, legal disputes, and operational disruptions. We proactively address these challenges by maintaining up-to-date HR policies aligned with labor laws and collective bargaining agreements, supported by regular legal monitoring and audits. Managers and HR teams receive training to apply these correctly, and we keep thorough records of contracts and pay. We also engage with the use of grievance and disciplinary processes in accordance with applicable regulations.

Targets

Our targets in 2024 were identifying 5% of key Talent (Tier 1*) who are “ready now” for the next level key position offshore and for 10% of national offshore talent to be in promoted positions.

5% **of key Talent (Tier 1*) who are “ready now” for the next level key position offshore.**

10% **of national offshore Talent to be in promoted positions.**

* Tier 1 constitutes OIM, Toolpusher, Barge Master, Rig Maintenance Supervisor and Driller.

Key metrics

Average hours of training per employee in 2024: **78 hours**

Percentage of local personnel (onshore & offshore) in 2024: **78%**

Grow Our Own

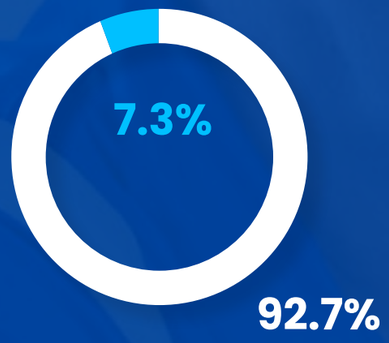
Borr Drilling is committed to fostering career growth from within through our “Grow Our Own” strategy, which focuses on developing and retaining internal talent. Employees are supported in their current roles while preparing for future opportunities. Succession planning plays a key role in this strategy, identifying and developing high-potential employees to progress as the company evolves.

Our personal development planning format aligns closely with this approach, equipping employees with the skills and competencies needed for career advancement. We actively encourage internal recruitment while also considering external candidates through job portals and referrals.

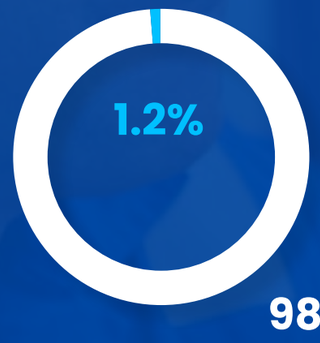
This integrated approach to succession planning and talent development, helps to ensure a highly qualified workforce, prepared to support the company’s long-term success and growth objectives.

2024 numbers:

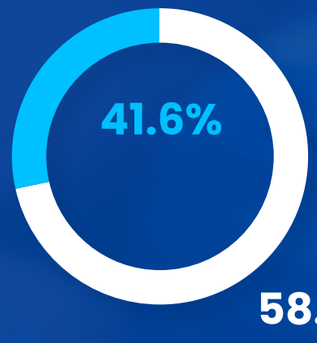
Total employee gender distribution:



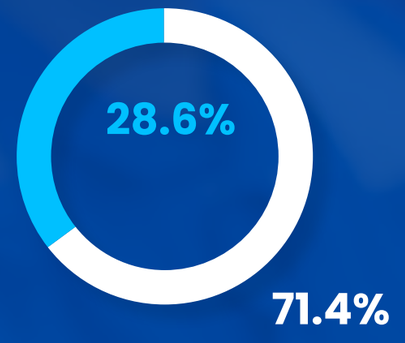
Offshore employees:



Onshore employees:



Board members:



Male

Female

Training, Competence & Development

Continuous training is central to Borr Drilling's "Grow Our Own" strategy, ensuring employees have equal opportunities for development while fostering a strong safety culture. Our training programs are designed to meet client expectations, flag and country regulations, and future career opportunities for both employees and contingent workers.

All personnel complete mandatory training aligned with Corporate Minimum Standards and a rig-specific matrix e-learning package, which covers our Code of Conduct, policies, and key procedures, ensuring they possess the knowledge and skills to perform their duties safely and effectively.

The Borr Drilling Competence Assurance Management System (BCAMS) measures and supports the assurance of workforce skills. Accredited by the IADC's Competence Assurance program, BCAMS ensures our employees meet company, industry, client, and regulatory standards. This structured approach safeguards the level of competence of our workforce reinforcing a culture of continuous improvement and supporting succession planning.

Employee Grievance & Reporting Procedures

At Borr Drilling, we maintain clear internal mechanisms for employees to raise workplace concerns and seek fair resolutions. Our grievance process allows any employee, regardless of tenure or position, to report work-related issues confidentially. Employees can first address concerns informally with a senior manager or HR, followed by a discussion to understand the issue. If unresolved, the Employee has the opportunity to move the grievance to a formal process, requiring a written submission and a hearing, where disciplinary actions may be considered. Employees receive written communication on decisions and can appeal to the HR Manager if necessary.

Additionally, we uphold ethical standards through our Whistleblower channel, where employees can confidentially report Code of Conduct breaches via an ethics hotline, or an independent reporting site monitored by the legal department. These reports are investigated by our legal department in conjunction with an Investigation Committee if required, with findings presented to the CEO and Board of Directors.

By maintaining these structured internal processes, we ensure a transparent and fair workplace where employees feel safe voicing concerns and contributing to a positive organizational culture.

At Borr Drilling, we maintain clear internal mechanisms for employees to raise workplace concerns and seek fair resolutions.

Local Responsibility

As a global company it is very important for us to conduct due diligence and contribute to economic growth throughout our value chain. One of the methods to achieving this is to employ local personnel and invest in their skill development.

Notice period for change in operations

Due to the nature of our business, having mobile rigs that move between locations, it is important to have procedures in place to inform workers about significant operational changes. We strive to provide as much notice as possible. This applies to all workers, regardless of whether or not they are covered by collective bargaining agreements.

Collective bargaining

All Borr Drilling's employees have the right to engage in collective bargaining and we will adopt and engage in collective bargaining agreements as required. Terms and conditions of employment are driven by geographical market conditions and are aimed at being competitive and fair for everyone.

Local Emplyees

Employees only

	Asia		Europe-Africa		Mexico		Corporate		Middle East				
	Local	Non-local	Local	Non-local	Local	Non-local	Local	Non-local	Local	Non-local	Local Total	Non-local Total	Total
Offshore	357	94	78	134	791	55	0	30	135	96	1361	409	**1770**
Onshore	41	13	26	8	71	16	98	11	25	8	261	56	**317**
Total	**398**	**107**	**104**	**142**	**862**	**71**	**98**	**41**	**160**	**104**	**1622**	**465**	**2087**

Employees in Senior Management*

	Asia		Europe-Africa		Mexico		Corporate		Middle East				
	Local	Non-local	Local	Non-local	Local	Non-local	Local	Non-local	Local	Non-local	Local Total	Non-local Total	Total
Offshore	12	55	3	42	44	49	0	12	0	34	59	192	**251**
Onshore	1	13	6	7	4	15	49	7	2	7	62	49	**111**
Total	**13**	**68**	**9**	**49**	**48**	**64**	**49**	**19**	**2**	**41**	**121**	**241**	**362**

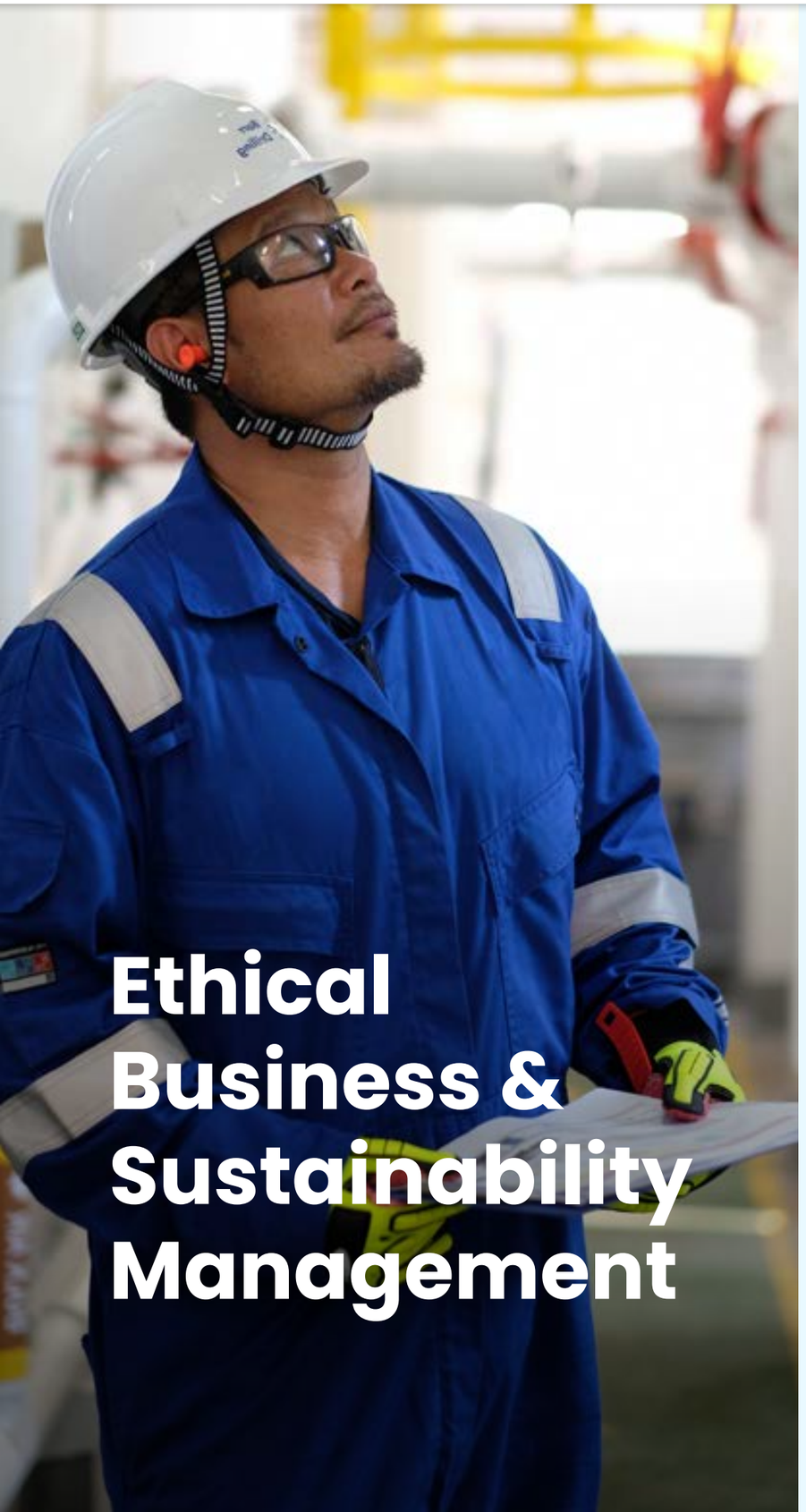
*Manager and above.

Governance

Our Governance efforts align with:

Material Topics:

- Ethical Business & Sustainability
- Management
- Responsible Business Conduct



Ethical Business & Sustainability Management

Introduction

At Borr Drilling we are committed to strong ESG governance, integrating sustainability principles into our operations through transparent leadership, ethical business practices, and responsible environmental stewardship.

In this broad material topic, aspects such as sustainability management, due diligence and supplier engagement have been evaluated. Strong and structured management of governance topics are of high importance, as this also dictates the broader scope of environmental and social corporate sustainability.

Impact Materiality

Borr Drilling's governance and ethical business practices can potentially have an impact on employees, stakeholders, and business partners. The double materiality assessment highlights key areas where strong governance structures promote transparency and compliance while identifying potential risks that require continuous management.

A high priority issue is ethical oversight and compliance, particularly in regions where risks such as child labor and forced labor exist. While Borr Drilling has robust policies and procedures to avoid any child labor within our operations, we recognize the potential for human rights violations within complex supply chains. To mitigate this, we engage with suppliers to enforce ethical labor practices, aligning with the Modern Slavery Act and international labor standards. If child labor were to occur, the impact would be severe, with long-term consequences for affected individuals, making this a high-priority risk requiring continuous monitoring.

Another key material issue is data privacy and security. Given the company's access to sensitive employee information, including medical records, strict privacy protections are in place under GDPR and ISO 27001 frameworks. While current privacy measures are strong, a data breach could lead to significant trust issues, legal liabilities, and identity theft risks, making privacy an ongoing focus area requiring proactive and continuous management.

Financial Materiality

Borr Drilling's governance and ethical business practices present both risks and opportunities, particularly in supplier relationships, data privacy, and labor rights compliance. Maintaining strong supplier partnerships is essential for operational stability. While failure to uphold these relationships could lead to financial strain or supply chain disruptions, Borr Drilling's efforts in responsible supplier engagement makes this risk unlikely.

Data privacy remains a critical concern, as the company handles sensitive employee information, including medical records. While stringent measures align with GDPR and ISO 27001, a data breach could result in regulatory fines, legal liabilities, and reputational damage. Although the likelihood is low, the potential financial impact remains high, requiring continuous vigilance.

Labor rights compliance is another key area, particularly in regions where child and forced labor risks exist. While Borr Drilling enforces strict employment policies and supplier oversight, any association with unethical labor practices could harm our reputation and lead to legal and financial consequences.

Despite these risks, we have opportunities to strengthen governance through proactive supplier management, enhanced cybersecurity, and rigorous labor policies. Upholding ethical standards reinforces trust, attracts responsible investors, and differentiates the company as a leader in ethical business.

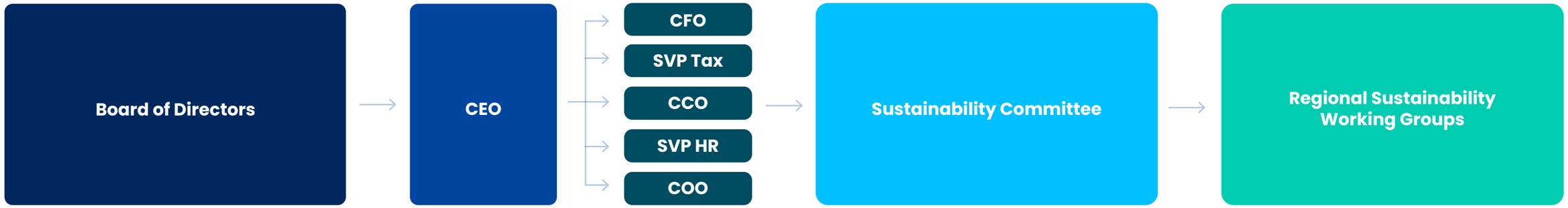
Actions

- Workforce and leadership engagement in ESG reporting
- Investigation to identify appropriate ESG software that will improve our data consolidation processes.
- Development of new Sustainability procedures to support the organization.
- Engaging and educating employees and leadership through enhanced communication and the running of a formal ESG Day gathering leadership from various departments and covering multiple ESG topics including governance and compliance.

Targets

We continually set targets to increase the number of Borr Drilling suppliers that are independently ESG assessed via Ecovadis or SupplHI. Our 2025 target is to have 275 of Borr Drilling's suppliers rated.

Governance Structure & Sustainability



Board of Directiors

The Board of Directors consists of seven members. Their primary role includes strategic planning, where they set the company's direction and goals, collaborate with senior management, and ensure long-term success. They also play a crucial role in corporate governance, establishing ethical practices, ensuring compliance with laws, and maintaining transparency. The board selects and evaluates the CEO, oversees risk management, and ensures financial oversight by reviewing statements and approving budgets. Additionally, they represent shareholders' interests, engage with stakeholders, and monitor the company's performance.

CEO & Executive Team

The CEO of Borr Drilling holds the ultimate responsibility for the company's sustainability reporting and performance, including the company's material topics. The day-to-day sustainability reporting oversight is managed by our Sustainability Manager, who works closely with the QHSE function to coordinate and consolidate data across the company entities and geographical locations. Collaboration with working groups consisting of various functions ensures the successful roll-out of sustainability initiatives, benefiting personnel, the environment, and the local community. Heads of all disciplines and regional operations are consulted annually to review goals and objectives.

To monitor our sustainability performance, senior management reviews sustainability-related KPIs on a periodic basis. In addition, senior management reports to the Board quarterly on company performance, including Health and Safety and Sustainability Initiatives.

Corporate Sustainability Steering Committee

A dedicated sustainability steering committee operates at the corporate level. This committee is responsible for developing the overall sustainability strategy and supporting targets and initiatives related to environmental, social, and governance (ESG) performance. Comprised of key stakeholders from various departments and disciplines, the sustainability steering committee guides the company's sustainability efforts and ensures alignment with organizational goals.

The sustainability steering committee meets regularly to discuss and formulate strategies that promote sustainable practices across the organization. They collaborate closely with other corporate functions and the Regional Sustainability Working Groups to integrate sustainability principles into the company's operations. By setting clear objectives, establishing measurable targets, and monitoring progress, the sustainability steering committee plays a crucial role in driving sustainable practices and enhancing the company's ESG performance.

- Strategy Director
- VP of Supply Chain
- Sustainability Manager
- VP Operations North Sea and Africa
- Chief Commercial Officer
- Senior VP Human Resources
- VP QHSE

Regional Sustainability Working Groups

In addition to the corporate-level sustainability steering committee, Borr Drilling has established regional sustainability working groups. These working groups operate at the regional level to support the company's targets and initiatives, alongside addressing region-specific sustainability challenges. The regional sustainability working groups comprise representatives from various departments and functions within each region. They contribute to the development and implementation of sustainability initiatives that align with the overall sustainability strategy set by the corporate steering committee. By considering local factors and specific regional contexts, these working groups ensure that sustainability efforts are tailored to the unique requirements of each region.

The regional sustainability working groups play a vital role in driving sustainability at a local level, promoting the adoption of best practices and identifying opportunities for improvement. They collaborate with stakeholders in their respective regions to implement sustainability measures, monitor progress, and address any sustainability-related issues or risks that may arise. Through their active participation and regional expertise, these working groups contribute to the success of Borr Drilling's sustainability initiatives and help create a positive impact on the local communities and environments in which the company operates.

In addition, we have other dedicated corporate working groups covering topics such as transition to greener chemicals and energy Transition.

Borr Drilling is committed to ethical business practices and compliance by offering external reporting channels for grievances and misconduct.

Due Diligence

Borr Drilling's due diligence processes aim to ensure strong governance, ethical business practices, and regulatory compliance across our operations and supply chain. As a global offshore drilling contractor, we operate within the upstream oil and gas value chain, relying on suppliers and clients for business success. We also require specialized third-party services for certain aspects of our operations.

A critical component of our due diligence is supplier risk assessment. Suppliers identified as high-risk for corruption and bribery undergo evaluations by TRACE International, ensuring compliance with anti-bribery regulations and ethical business practices. Additionally, we encourage suppliers to participate in EcoVadis sustainability assessments, which evaluate environmental, social, and ethical performance, aligning with Borr Drilling's broader ESG commitments.

We utilize the EcoVadis platform to support us in conducting labor rights due diligence. We are cognisant that there are regions with greater child and forced labor risks. While offshore operations inherently limit these concerns, onshore supply chain activities require continuous oversight. Borr Drilling enforces compliance with the Modern Slavery Act, aiming to ensure ethical labor practices across our value chain.

By integrating robust due diligence into our governance framework, we are actively working to mitigate risks, foster responsible business practices, and strengthen long-term operational resilience and stakeholder trust.

Ethical Oversight & Third-Party Confidentiality

Borr Drilling is committed to ethical business practices and compliance by offering external reporting channels for grievances and misconduct. An example of this is our Whistleblower hotline, managed by an independent third party which allows employees and stakeholders to confidentially report Code of Conduct violations. Reports can be submitted via the ethics hotline, or directly to our legal department.

All reports are investigated by our legal department in conjunction with an Investigation Committee if required, with findings presented to the CEO and Board of Directors.

If misconduct is confirmed, appropriate disciplinary and corrective actions are taken. This reinforces our commitment to integrity and transparency, ensuring that both employees and external stakeholders can safely report concerns without fear of retaliation.

Supplier Engagement

A broad spectrum of stakeholders were involved in the double materiality process, including various suppliers. By involving specific suppliers in this process, alongside the other stakeholders, a clear picture of our impacts, risks and opportunities was formed. We see the value of close collaboration with suppliers as beneficial to both our financial and sustainability success.

In order to ensure strong value chain due diligence, supplier vetting, engagement and management is key. To do this we utilize EcoVadis, encouraging our critical vendors to undergo independent ESG assessment. Moreover, since 2023, we have implemented the ESG auditing platform SupplHi to supplement the supplier monitoring. Recognizing the importance of supplier performance monitoring, we redefined our Suppliers Criticality and Supply Impact ranking definitions in 2022. In 2023, we successfully applied these updated rankings to Borr Drilling's active supplier Approved Vendor List (AVL), establishing an improved methodology for evaluating and monitoring supplier performance. This work has further continued in 2024 with 139 rated suppliers by year end.

Memberships & Associations

Borr Drilling actively participates in various roles within the International Association of Drilling Contractors (IADC) to demonstrate and foster industry collaboration. Members of our organization have significantly contributed to IADC's work, including holding positions on the boards of the IADC chapters in Southeast Asia, the Southern Arabian Peninsula, and the North Sea. As part of our commitment to industry advancement, we are active members of the IADC Committees for Health, Safety, and Environment, as well as for Sustainability. IADC collaborates closely with the International Association of Oil & Gas Producers (IOGP), holding a seat on IOGP's EU Committee. Additionally, IADC is a member of the EU Commission's EU Offshore Oil and Gas Authorities Group (EUOAG), an advisory group comprising national oil and gas authorities, with participation from IOGP, IADC, and select national trade organizations. Through the EUOAG, IADC has made significant contributions to regulations, including the revision of the 2013 Offshore Safety Directive, where amendments were made based on IADC's initiative. We believe our active engagement with the industry and the IADC contributes to continuously improving the environment in which we operate and promotes a safer and more sustainable drilling industry.

IT Security

Given the importance of data management and security, maintaining a robust information security management system (ISMS) is essential for Borr Drilling and our clients. To reinforce this commitment, Borr Drilling successfully obtained the ISO 27001 certification in March 2023 and re-certified to latest revision in 2024.

ISO 27001 is an international standard that outlines the requirements for establishing, implementing, maintaining, and continually improving an information security management system. This standard also intersects with several key aspects of sustainability. By protecting data privacy, ensuring regulatory compliance, and adopting responsible practices, organizations like ours contribute to sustainable development goals and help secure the long-term viability of our operations.

Borr Drilling successfully obtained ISO 27001 certification in March 2023 and recertified to latest revision in 2024.

Responsible Business Conduct

Introduction

At Borr Drilling we recognize our responsibility in the areas we operate in and the importance of responsible business conduct. This includes adhering to local and international laws and regulations, as well as robust internal practices.

The material topic of Responsible Business Conduct comprises aspects such as corruption and bribery, compliance monitoring and payment practices. With support from legal and financial, risks connected to corruption and bribery were identified as being financially material, as oversight, processes and compliance in this area is imperative for our operations and reputation.

Impact Materiality

Borr Drilling's operations can have significant impacts on local communities, workers, and suppliers, if business is not conducted responsibly, particularly in regions where corruption risks are higher. As a company operating in multiple jurisdictions, the way we conduct business influences ethical standards, economic stability, and the social conditions in these areas.

Some areas we operate in score high on The Corruption Perception Index, meaning that our approach to anti-corruption measures can directly affect local governance and business environments. We are aware that corruption can lead to unfair economic practices, weakened public institutions, and social inequality. By enforcing strict anti-corruption policies and due diligence in our supplier selection, we help reduce unethical practices in our supply chain and business partnerships, reinforcing fair and transparent economic activity in these regions.

Topics also considered during the double materiality assessment, though not deemed material due to robust control measures put in place, also included payment practices, as this can have a direct impact on suppliers and business partners. Delayed or incomplete payments could lead to financial distress, job losses, and disruptions in local economies, especially for businesses that depend on consistent cash flow. Our structured financial processes minimize these risks, and we recognize that ongoing diligence is essential to prevent negative economic consequences.

Financial Materiality

Corruption and bribery related risks are of high importance to Borr Drilling, particularly in high-risk regions where strict anti-corruption laws such as the U.S. Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act, are enforced. Insufficient training or weak detection systems could lead to legal violations, contract terminations, and financial penalties, exposing the company to fines, sanctions, and costly legal proceedings. In severe cases, fines may reach into hundreds of millions of dollars, alongside the potential disgorgement of profits gained through corrupt practices.

Failure to prevent corruption could result in contract cancellations, particularly with government entities and multinational corporations that enforce strict compliance policies. If suspicions of bribery arise, clients may terminate agreements without compensation, leading to direct revenue loss and reduced future business opportunities.

Beyond legal and reputational risks, we must also continuously invest in anti-bribery programs, including compliance monitoring, employee training, and audits. These programs require substantial financial resources, particularly in geographically dispersed high-risk areas. Although regulations are becoming more stringent, proactive investment in appropriate governance and prevention can help mitigate financial consequences.

Targets

0 **Annual target of corruption bribery cases.**

Key metrics

0 **Recorded cases of corruption and bribery in 2024.**

Actions

- All suppliers must comply with the Borr Drilling Code of Conduct on anti-corruption, labor rights, and ethical business standards.
- High-risk suppliers undergo TRACE International assessments for anti-bribery compliance.
- Suppliers are encouraged to participate in EcoVadis sustainability assessments for responsible sourcing.
- Strict anti-bribery policies ensure adherence to international laws like the FCPA and UK Bribery Act.
- Employees in high-risk regions receive specialized anti-corruption training.
- Regular audits and compliance monitoring uphold global ethical standards.
- A confidential whistleblower channel, managed by an independent third party, allows reporting of misconduct.
- The legal department investigates whistleblower reports and escalates them to the Board of Directors.
- Ongoing investment in compliance programs and internal controls addresses regulatory challenges.
- Regular policy reviews and training programs keep employees and suppliers updated on ethical standards.

Processes to ensure responsible business conduct

Borr Drilling is committed to ensuring responsible business conduct through robust governance, ethical compliance, and risk management strategies. We continuously invest in internal controls, compliance programs, and supplier due diligence to mitigate risks related to corruption, bribery, labor rights, and ethical business practices.

As part of our supplier approval process, all suppliers must review and acknowledge the Borr Drilling Code of Conduct, which outlines anti-corruption, labor rights, and ethical business standards. High-risk suppliers undergo vetting through TRACE International, and we encourage EcoVadis sustainability assessments to promote responsible sourcing and ethical supply chain practices.

To address corruption risks, we implement anti-bribery policies, employee training programs, and compliance monitoring systems. Employees working in high-risk regions receive specialized training on international anti-corruption laws, such as the FCPA and the UK Bribery Act, ensuring they can identify and prevent unethical practices.

Borr Drilling also maintains a whistleblower channel, managed by an independent third party, allowing employees and stakeholders to confidentially report misconduct. These reports are investigated by the legal department and presented to the Board of Directors to ensure transparency and accountability. The Borr Drilling Audit Committee also maintains a “whistle blower” procedure regarding accounts, internal accounting controls and audit matters, in accordance with applicable regulation.

Key targets and Initiatives 2025

ESG Key Targets and Initiatives (2025)

Social inclusion & wellbeing

Offshore HSE:

- Target Lost Time Injury Frequency (LTIF) below 0.42 and Total Recordable Incident Frequency (TRIF) below 1.54
- Review and enhance the Management by Walkaround (MBWA) procedure to promote leadership engagement, and participation.
- Delivery of global mental health and wellbeing communications, with a minimum of 2 webinars or initiatives annually led by QHSE Corporate.

Employment Practices & Equal Opportunity:

- Ensure 100% employees have access to emergency medical coverage as well as mental health and well-being resources.
- Review equal employment opportunity procedure in line with evolving regulations to ensure compliance while upholding equitable employment practices and a discrimination-free workplace.

Local Responsibility:

- Target of 85% of personnel to be local workforce
- Develop a structured Community Engagement program that supports volunteer days and awareness campaigns, ensuring social responsibility and community engagement add value based on the demographics of each location. This includes assessing and implementing volunteer time off policies to encourage active participation.

Environment & climate change

Emissions:

- Target a 15% reduction in Carbon intensity (Scope 1 +2) per average operating day by 2030 compared to baseline year of 2021.
- Identify and evaluate technical upgrades and sustainable fuels to reduce emissions intensity in line with target set. Engage and facilitate customer collaboration opportunities to deploy emissions reduction technology.
- Expand and improve Scope 3 emissions reporting and identify emissions reduction opportunities

Waste Management:

- Conduct a detailed review of waste generation/waste streams across our rigs to determine 'high impact' waste reduction initiatives
- Investigate & promote usage of sustainable packaging by suppliers and at re-packaging points
- Continue transition from disposable plastic water bottles to central water stations in all locations.

Critical Incident Management

- 2x CMT drills to be completed annually with documented lessons learned.

Water and Effluents Management:

- Target zero significant hazardous spills to the environment
- Identify water reduction solutions for offshore rigs for implementation.
- Expand scope of Greener chemical working group scope to identify and promote sustainable solutions across our value chain.

Ethical business & governance

Human Rights:

- Actively engage our supply chain to promote participation in independent ESG rating assessments.
- Target to have a minimum of 275 vendors rated in a Borr recommended ESG rating platform
- Engage and audit 80% of global manpower providers to evaluate their labour practices, ensuring compliance with labour laws, working conditions, and reported cases of disputes or discrimination.

Responsible Business Conduct:

- Engage and educate employees and leadership through enhanced communication and formal training sessions on the organization's ESG commitments, including sustainable practices, ethical governance, and workplace inclusivity
- Roll out Sustainability procedure outlining Borr drillings approach to ESG.
- Implement new ESG application to support ESG data management.

Appendix

Appendix: Employees

Permanent and full-time employees are counted in the same category, hence headcount is used as methodology. Employees are divided into offshore and onshore employees, as this is the division commonly used internally.

Workers who are not employees

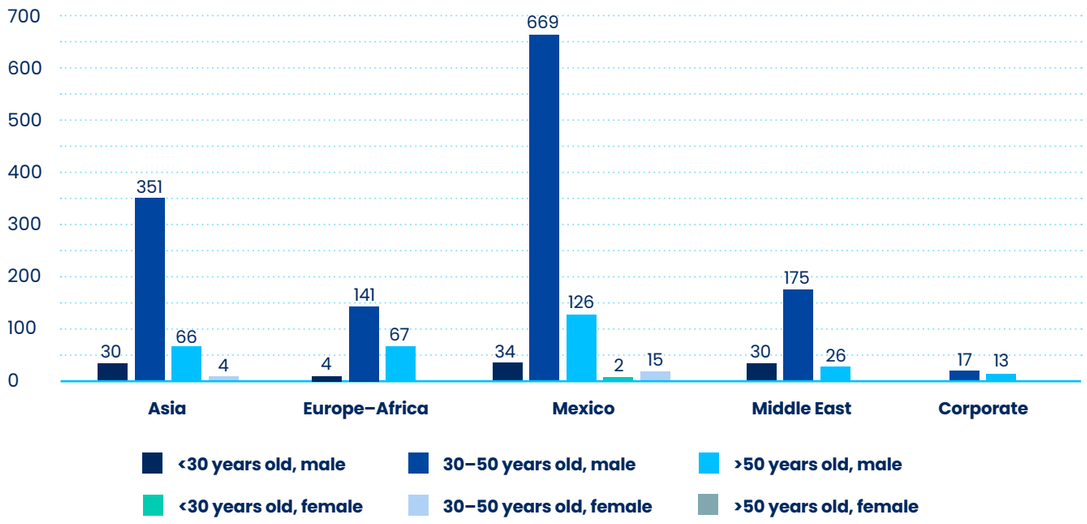
Category	Number
Contingent workers - onshore	27
Contingent workers - offshore	605

		Total number of employees:					
		Offshore					
		Asia	Europe-Africa	Mexico	Middle-East	Corporate	Total
Permanent/ full time employees	Male	447	212	829	231	30	**1749**
	Female	4	0	17	0	0	**21**
	SUM	**451**	**212**	**846**	**231**	**30**	**1770**

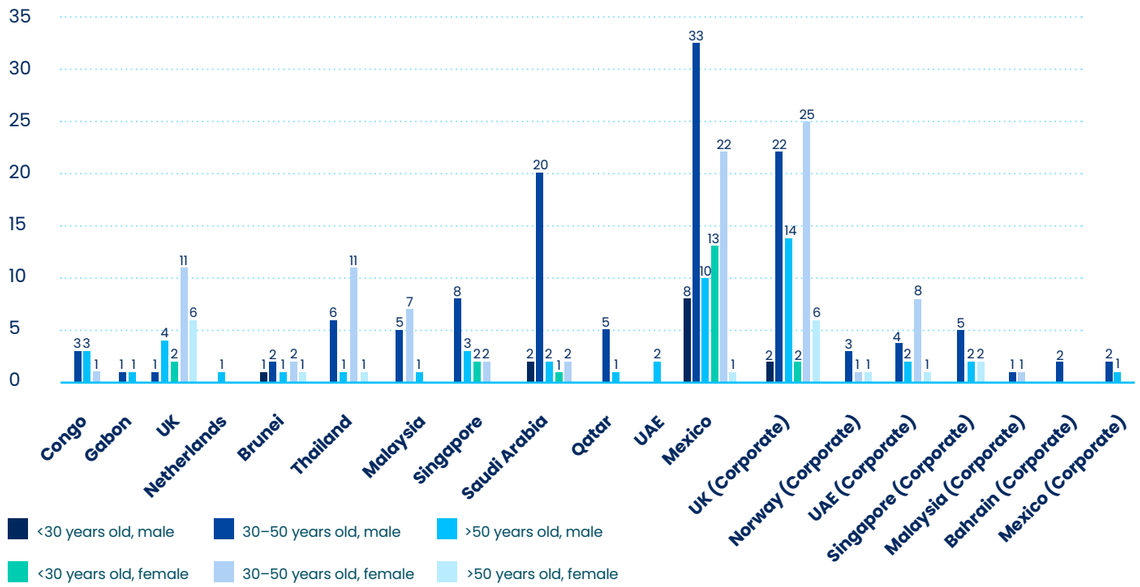
		Total number of employees:																	
		Onshore																	
		Europe-Africa				Asia				Middle East		Mexico	Corporate						
		Congo	Gabon	Nether-lands	UK	Thailand	Brunei	Malaysia	Singapore	Saudi Arabia	Qatar	Mexico	UK	Bahrain	Malaysia	Mexico	Norway	Singapore	UAE	Total
Permanent/ full time employees	Male	6	2	1	5	7	4	6	11	24	6	51	40	2	1	3	3	7	6	**185**
	Female	1	0	0	19	12	3	7	4	3	0	36	33	0	1	0	2	2	9	**132**
	SUM	**7**	**2**	**1**	**24**	**19**	**7**	**13**	**15**	**27**	**6**	**87**	**73**	**2**	**2**	**3**	**5**	**9**	**15**	**317**

Appendix: Employees

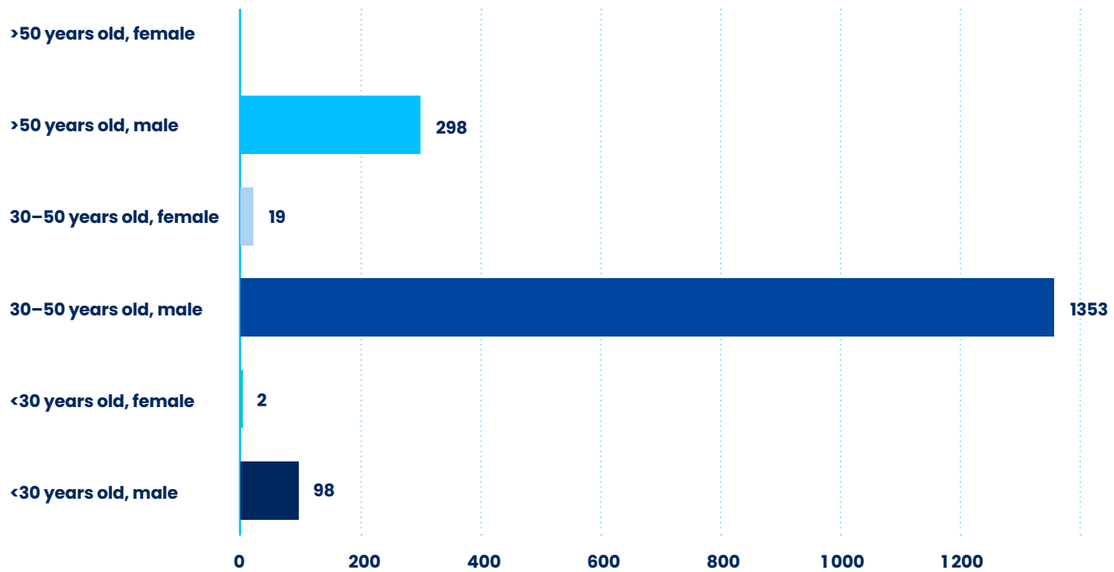
Offshore employee age range



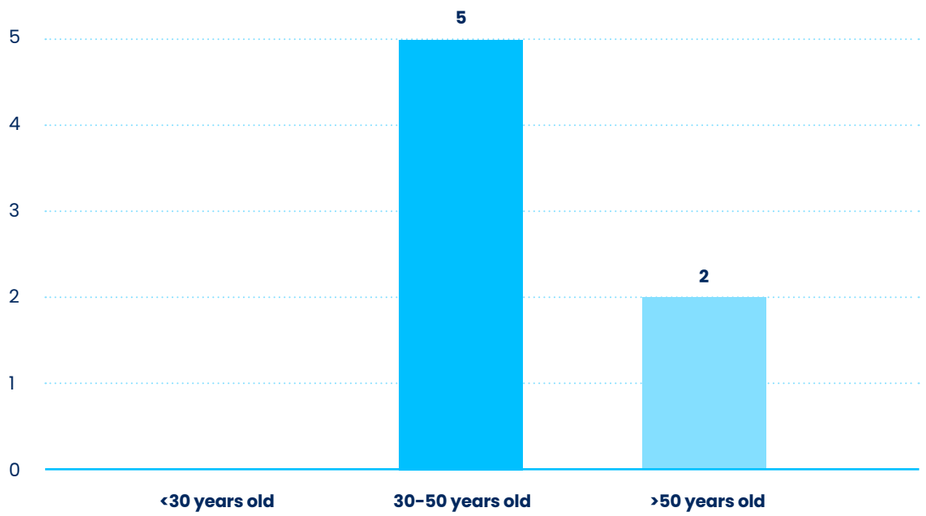
Onshore employee age range



Age Distribution - Total



Executive Management* - Age Distribution



* The highest level of executive positions within the company.

Appendix: Employees

New Hires

		Asia		Europe-Africa		Mexico		Middel East		Corporate		Total		
		Rig	Shore	Rig	Shore	Rig	Shore	Rig	Shore	Rig	Shore	Rig	Shore	Combined
<30 years old	Male	18	0	2	0	6	3	6	0	0	1	**32**	**4**	**36**
	Female	0	1	0	1	1	2	0	0	0	1	**1**	**5**	**6**
30-50 years old	Male	181	2	33	2	73	9	16	0	4	3	**307**	**16**	**323**
	Female	1	10	0	7	3	6	0	0	0	14	**4**	**37**	**41**
>50 years old	Male	50	1	13	3	27	2	3	0	4	5	**97**	**11**	**108**
	Female	0	0	0	4	0	0	0	0	0	2	**0**	**6**	**6**
	SUM	**250**	**14**	**48**	**17**	**110**	**22**	**25**	**0**	**8**	**26**	**441**	**79**	**520**

Leavers*

		Asia		Europe-Africa		Mexico		Middel East		Corporate		Total		
		Rig	Shore	Rig	Shore	Rig	Shore	Rig	Shore	Rig	Shore	Rig	Shore	Combined
<30 years old	Male	2	0	0	0	1	0	3	0	0	0	**6**	**0**	**6**
	Female	0	0	0	0	1	0	0	0	0	0	**1**	**0**	**1**
30-50 years old	Male	18	3	5	0	22	3	9	1	0	1	**54**	**8**	**62**
	Female	2	6	0	3	0	1	0	0	0	3	**2**	**13**	**15**
>50 years old	Male	2	0	6	1	10	0	3	0	0	1	**21**	**2**	**23**
	Female	0	0	0	1	0	0	0	0	0	2	**0**	**3**	**3**
	SUM	**24**	**9**	**11**	**5**	**34**	**4**	**15**	**1**	**0**	**7**	**84**	**26**	**110**

* Voluntary leavers

Appendix: Employees

Parental Leave

	Entitled to parental leave	Took parental leave	Returned to work in the reporting period	Returned to work in after parental leave (12 months)	Return to work/ retention rates
Male	1934	0	0	N/A	N/A
Female	153	4	1	N/A	N/A

Employee Benefits*

	South East Asia	West Africa	Mexico	Europe	Middle East	Expats/ Regionals
Life insurance	Y	Y	Y	Y	Y	Y
Health care	Y	Y	Y	Y	Y	Y
Disability & invalidity coverage	N	Y	N	Y	Y	Y
Parental leave	Y	Y	Y	Y	Y	Y
Retirement provision	N	N	N	Y	N	N
Stock ownership	N	N	N	N	N	N

* Where benefits are specifically statutory, or there are no benefits, this is represented as 'N'.

Supplier Engagement

Supplier Engagement	2024
Percentage of new suppliers that were screened using social criteria.	36%
Number of suppliers assessed for social impacts.	139
Number of suppliers identified as having significant actual and potential negative social impacts.	2
Significant actual and potential negative social impacts identified in the supply chain	2
Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment.	0
Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment, and why	0

Appendix: Employees

The main types of work-related injury:

- Lost Time Incidents (LTI)
- Restricted work cases (RWC)
- Medical Treatment Cases (MTC)
- First Aid Cases (FAC)

Injuries

Employees (Borr & Borr Third party)	
Number of fatalities due to injury	0
Number of high-consequence injuries	1
Number of work-related injuries (All Injuries incl. MTC,RWC,LTI)	48
Number of hours worked	7793691

Other workers (Client & Client Third Party)	
Number of fatalities	0
High-consequence injury	0
Work-related injuries (All Injuries incl. MTC,RWC,LTI)	15
Number of hours worked	3422511

Employees / workers covered by safety management system

	Number	Percentage
Employees/workers covered by safety management system	2823	100%
Employees/workers who are covered by the safety management system that have been internally audited	2414	86%
Employees/workers who are covered by the safety management system that have been audited or certified by an external party	181	6%

Ill health

Employees	
Number of fatalities due to ill health	0
Number of cases of recordable work-related ill health	0

Other workers	
Number of fatalities due to ill health	0
Number of cases of recordable work-related ill health	0

Appendix: GHG Verification Report

To Borr Drilling Management (UK) Ltd

Position Green

Third-Party Verification Statement on Borr Drilling Limited's GHG Emissions Reported to CDP

Position Green has conducted an independent verification engagement of Borr Drilling Limited's greenhouse gas (GHG) emissions, as basis for the reporting to CDP for the period 1 January 2024 to 31 December 2024.

The following GHG emissions have been assessed:

Emission Category	Quantity (metric tons CO2e)
Scope 1	272 990
Scope 2	
Market-based	255
Location-based	288
Scope 3	
Purchased goods and services	26 395
Capital goods	21 390
Fuel-and energy-related activities	70 612
Upstream transportation and distribution	31 625
Waste generated in operations	3 168
Business travel	12 298
Employee commuting	938
Downstream transportation and distribution	10 927
Investments	27 348

Independence and Quality Management

Position Green has implemented the International Standard on Quality Management 1 (previously International Standard on Quality Control 1) as part of the company's internal control framework (SPAR-model). This serves as the foundation for maintaining professional and ethical standards, including the avoidance of conflicts of interest.

Responsibilities of Borr Drilling Limited

Borr Drilling Limited is responsible for the preparation of its GHG emissions information in accordance with the applicable reporting criteria and the scope of requested disclosures. This responsibility includes the design, implementation, and maintenance of internal controls relevant to ensuring the GHG inventory is free from material misstatement, whether due to fraud or error. Borr Drilling Limited is also responsible for determining which Scope 3 emission categories to report to CDP.

Responsibilities of Position Green

Position Green's responsibility is to express an independent opinion on the 2024 GHG inventory of Borr Drilling Limited based on the evidence obtained through the verification engagement.

The engagement was conducted in accordance with the **International Standard on Assurance Engagements (ISAE) 3000 (Revised)** – "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" – issued by the International Auditing and Assurance Standards Board. In accordance with ISAE 3000, Position Green assessed the suitability of the criteria used by Borr Drilling Limited, evaluated the risks of material misstatement due to fraud or error, and assessed the overall presentation of the information.

The scope of a verification engagement is significantly less than that of a reasonable or limited assurance engagement. Position Green does not act as a certified assurance provider and does not express a limited or reasonable assurance opinion.

Position Green has applied professional judgment to perform its procedures including, but not limited to:

- Making inquiries with personnel responsible for GHG reporting.
- Gaining an understanding of the data collection and reporting processes, including relevant internal controls, based on knowledge from previous engagements.
- Conducting limited substantive testing on a selective basis to assess whether the data was appropriately measured, recorded, collated, and reported.

The procedures performed in this verification engagement differ in nature and timing from those performed in a limited or reasonable assurance engagement and are less extensive. Consequently, the level of detail assessed is significantly lower. Accordingly, Position Green does not express a limited or reasonable assurance opinion regarding whether the information has been prepared, in all material respects, in accordance with the applicable criteria.

Position Green is of the opinion that that the evidence obtained, provides a sufficient and appropriate basis for the conclusion presented below.

Conclusion

Based on the procedures performed and the evidence obtained, nothing has come to the attention of Position Green that causes it to believe that the GHG inventory of Borr Drilling Limited for the period 1 January 2024 to 31 December 2024 has not been prepared, in all material respects, in accordance with the applicable criteria.

Sofie Mykkeltveit Tunes, Senior Associate
Verifier #1

Gro Stake, Director
QA #1

Position Green AS
Oslo, Norway
26 May 2025

Position Green

Appendix: Climate Adaptation & Nature & Biodiversity

TCFD Framework

Governance

The organization's governance around climate related risks and opportunities.

Strategy

The actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy and financial planning.

Risk Management

The process used by the organization to identify, assess and manage climate related risks.

Metrics and Targets

The metrics and targets used to assess and manage relevant climate-related risks and opportunities.

Key Findings

Climate-related risks and opportunities influence Borr Drilling's strategic and financial planning and consider both short-, medium-, and long-term time horizons, likelihood of impact, as well as financial impact, in the assessments of these risks and opportunities. The following definition for time horizons are:

Time horizon	Year
Short-term	<1
Medium-term	1-5
High-term	>5

Financial impact is assessed using internally defined thresholds for low, medium, and high financial risk. These thresholds are based on 2023 financial figures and will be reviewed every two years to reflect changes in annual turnover and risk classifications, in line with TCFD principles. As providers of fossil fuels, companies within the energy sector face significant financial exposure related to transitional issues concerning GHG emissions and water availability. Much of the current energy supply is derived from non-renewable fossil fuel resources, exposing these companies to transitions around global GHG emissions. This exposure arises from both their own energy use for production and the combustion of fossil fuels. The complexity of the sector makes companies within what is defined as the Energy Group in TCFD particularly sensitive to changes in fossil fuel demand, energy production and usage, emissions constraints, and water availability. The regulatory and competitive landscape surrounding electric utilities varies significantly between jurisdictions, adding complexity to the assessment of climate-related risks. As a result, both transition risks related to climate change policies and physical risks such as more extreme weather, may impact the operating costs and asset valuation of companies engaged in energy activities. Given the capital-intensive nature of the industry and the need for major financial investments in fixed assets and supply chain management, these risks can have significant implications for the long-term business strategy and capital allocation of organizations within the Energy Group. To that end, we have done extensive work to identify, assess, and mitigate both physical and transitional risks, as presented below. As well as acknowledging the potential negative impact from climate change, we have also identified key opportunities within resource efficiency, new markets, and collaboration projects.

Appendix: Climate Adaptation & Nature & Biodiversity

Key risk

Risk Type	Risk	Description
Transitional (Policy & Legal)	**Taxation schemes**	The introduction of carbon taxations schemes on a long-term basis could have a material financial impact for Borr by directly increasing operation costs. The risk is considered one of the highest risks facing Borr in the longer future. Secondly, potential carbon emission caps or tariffs for Borr and its customers may necessitate Borr to reduce its own emissions sooner than anticipated, requiring equipment and fleet upgrades incurring costs.
Transitional (Policy & Legal)	**Environmental standard schemes, and licensing schemes**	Climate-related policies or regulations in certain operating locations may restrict or prohibit issuance of offshore licenses to Borr's customers. This in turn may reduce demand for Borr Drilling's services resulting in lower revenue.
Transitional (Market)	**Technologies**	Transitioning to lower-emission technologies incurs costs for Borr. A prolonged transition period may result in a loss of business if the market advances more rapidly, highlighting the importance of balancing innovation with market demands and operational stability.

Key opportunities

Opportunity Type	Opportunity	Description
Market	**Operational optimization**	Implementing more efficient operations not only reduces time and costs but also provides Borr with a competitive advantage in the market. By automating operational processes, we can improve efficiency of our service and potentially reduce on-site personnel requirements, leading to lower operating costs and enhanced competitiveness. These initiatives align with our commitment to sustainability while improving our overall performance and financial resilience.
Resilience	**Collaboration**	Collaboration projects with clients present a strategic opportunity for Borr to share costs on technology development and distribute connected financial risks. By partnering with clients to co-invest in innovative solutions, we can accelerate the development and adoption of cutting-edge technologies while mitigating financial burdens.
Energy source	**Electrification**	Electrification of rigs is a significant step towards reducing emissions and transitioning to cleaner energy sources. By replacing or supplementing diesel generators as the primary energy source with electric power from shore or platform, we can minimise air pollution and noise levels, improving the environmental footprint of our operations. Additionally, electrification enhances operational efficiency and reliability, reducing maintenance costs and downtime. Borr is actively exploring electrification options for our rigs as part of our commitment to more sustainable practices.

Scenario Analysis TCFD key take aways

Narrative well-below 2°C (RCP 2.6/ SSP1-2.6 & IEA SDS and NZE)

This scenario envisions a global transition towards limiting warming to well below 2°C above preindustrial levels, driven by heightened climate policy ambition and coordinated global action. It predicts that global CO2 emissions will peak between 2020-2030, followed by a rapid decline, presenting both risks and opportunities for stakeholders. The Representative Concentration Pathway 2.6 (RCP 2.6) and the Shared Socioeconomic Pathway 1-2.6 (SSP1-2.6) envisage stringent climate policies, sustainable development, technological advancements, and strong climate action leading to low emissions. The U.S. Energy Information Administration's Sustainable Development Scenario (SDS) supports this trajectory through policies, technologies, and energy trends favouring sustainable development. The Net Zero Emissions (NZE) scenario aims for a balance between greenhouse gas emissions and their removal. As economies adopt high carbon pricing and renewable energy, the demand for fossil fuels will decline, leading to lower prices. This transition will increase consumer and investor focus on environmental sustainability, sharply raising demand for sustainable production and potentially shifting markets away from Borr's business sector. Stricter regulations, crucial for meeting the Paris Agreement targets, are likely to directly impact Borr's activities as the world moves towards a lower-emission economy.

Appendix: Climate Adaptation & Nature & Biodiversity

Risk: Taxation Schemes

The introduction of carbon taxation schemes will significantly impact Borr's financial operations, particularly in regions where these schemes are already established or are likely to be implemented. Carbon taxes will not only increase direct operational costs for customers but also elevate expenses for Borr Drilling directly due to higher maintenance and repair costs. This financial burden can lead to a loss of market competitiveness and potential operational licenses in the future. In regions like Mexico and Thailand, evolving carbon pricing mechanisms such as ETS and carbon taxes are expected to further strain operational finances, necessitating increased investment in low-emission technologies and operational adjustments to meet compliance and maintain market position. Additionally, with global carbon pricing initiatives expanding and aligning with frameworks like the Paris Agreement, Borr Drilling faces the challenge of adapting to the evolving regulatory landscape. Strategic planning to mitigate these financial impacts will be crucial as more countries adopt carbon pricing strategies to meet their emission reduction targets.

Risk: Environmental standard schemes, and licensing schemes

As Borr Drilling operates globally, we are subject to diverse jurisdictions with varying environmental reporting requirements and licensing schemes, which are expected to increase. As climate change progresses, regulations aimed at reducing carbon emissions, protecting ecosystems, and enforcing environmental standards are becoming increasingly prevalent. The loss or restriction of operating licenses in certain regions could diminish demand for Borr's services, leading to decreased revenue. Borr Drilling faces a complex landscape of reporting obligations, impacting its operations across 12 countries and its listing on the New York stock exchange. While voluntary frameworks once dominated ESG reporting, government-mandated disclosures are now evolving, posing compliance challenges across different regions.

The Beyond Oil & Gas Alliance (BOGA) advocates for phasing out new oil and gas fields globally, aligning with scenarios requiring significant production reductions to limit global warming to 1.5°C. However, current industry projections indicate many large producers plan to increase production, despite feasible alternatives from existing fields. Thus, the outlook suggests that licensing restrictions impacting Borr's drilling operations are not imminent in the medium term, aligning with global production trends.

Risk: Low emission technology transfer

The growing implementation of carbon taxation schemes and ETS', along with increasing demands from stakeholders, governments, and consumers, necessitates that Borr significantly reduces emissions from its operations, especially rig activities, to maintain both its social and general license to operate. Technology transfer to more energy-efficient and low-carbon alternatives offers a viable solution for emission reductions but involves considerable time and financial investment, with the risk of becoming quickly outdated due to technological advancements. While the IPCC and IEA emphasise the crucial role of technological innovation in achieving climate goals, they also highlight concerns about financing. Despite the initial and ongoing costs associated with these upgrades, principles like Moore's law, which predicts exponential growth in technology alongside cost reductions, and the Hubbert Curve model, which forecasts resource production rates over time, argue that such investments can enhance operational efficiency and sustainability in the long term. Thus, while technology transfer presents significant upfront challenges, it ultimately offers substantial benefits in terms of cost efficiency, emission reduction, and compliance with evolving regulatory standards.

Appendix: Climate Adaptation & Nature & Biodiversity

Borr Drilling's Dependencies, Impacts, Risks and Opportunities are diverse but have clear connections. By consolidating the various dependencies, risks, and opportunities, three key areas have been identified as priorities for further scenario analysis: dependency on freshwater for drilling operations and raw materials, impact on the ocean from the release of substances to sea, and impact on the atmosphere from release of substances to air. These areas represent the most critical intersections of environmental impact and operational dependency, providing a holistic view of where Borr Drilling must focus its efforts to ensure long-term sustainability and compliance. By developing detailed narratives and conducting both quantitative and qualitative assessments, Borr can understand how these scenarios might affect operations, financial performance, and strategic direction. The insights gained from this analysis is integrated into Borr´s strategic planning and risk management processes, ensuring a proactive approach to managing nature-related challenges.

Aspect of evaluation	Description
Dependency of freshwater for drilling operations and raw materials (realm: Freshwater)	The assessment shows that Borr Drilling's operations are highly dependent on freshwater, both directly for drilling activities and indirectly for the production of key raw materials like steel and cement. Freshwater is essential for processes such as water-based mud for drilling, cooling, ballast water, and other operational needs. The importance of freshwater is particularly pronounced in regions experiencing water scarcity, making this a critical dependency for the company. Freshwater dependency represents a crucial part for Borr Drilling's future operations, especially as global water scarcity intensifies. Scenario analysis focusing on the availability of freshwater in key regions and the regulatory landscape will help the company prepare for emerging challenges and opportunities.
Impact on ocean from the release of substances to sea (realm: Ocean)	The combined assessment of environmental impacts on marine ecosystems highlights the significant risks posed by Borr Drilling's offshore operations, particularly from the release of pollutants into the ocean. Discharges of drilling fluids, chemical spills, and operational waste are the primary concerns, with potential long-term effects on biodiversity, marine habitats, and local ecosystems. The impact on the ocean is potentially substantial, both from Borr Drilling and others operating in the same areas. This means that marine protection regulations continue to evolve. The impact on the ocean is a major concern for Borr Drilling, particularly as marine protection regulations continue to evolve. A deeper scenario analysis on how marine pollution and biodiversity risks will affect future operations will enable Borr Drilling to safeguard against both ecological and regulatory risks.
Impact on atmosphere (realm: Atmosphere)	The evaluation of atmospheric impacts consolidates risks related to emissions from fuel combustion, flaring, and other industrial processes. The release of air pollutants (NOx, Sox, PM, VOC, etc.) poses significant environmental and regulatory risks. The impact of atmospheric emissions is an important area for further exploration, particularly as global regulations on greenhouse gases and pollutants tighten. Conducting scenario analysis on how future emissions standards and climate policies will affect operations will help Borr Drilling remain compliant.

Scenario Analysis TNFD

Due to the acknowledged lack of existing scenarios under nature risk and existing climate scenarios not capturing the full set of drivers of nature change identified by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), it has been decided to use TNFD's suggested scenario narratives for Borr's scenario analysis.

1. Ahead of the game

Nature-positive policies gain momentum alongside carbon initiatives, creating leadership opportunities. However, nature-related losses remain low, prompting skepticism over the urgency and impact of these efforts

2. Go fast or go home

A worsening nature crisis drives urgent, systemic responses. Nature becomes central in policy and public discourse, triggering rapid investment in nature-positive technologies amidst mounting economic disruption.

3. Sand in the gears

Environmental decline accelerates, but political and financial systems are too dysfunctional for large-scale action. Businesses focus on short-term fixes, often at the expense of nature, while global inequality around environmental benefits grows.

4. Back of the list

Nature is deprioritized as carbon reduction dominates focus due to clearer outcomes and feasibility. Organisations aim to limit short-term harm but neglect long-term environmental planning.

Appendix: Climate Adaptation & Nature & Biodiversity

Dependency: Freshwater

Borr is significantly reliant on freshwater for both the production of essential raw materials, such as steel, and for its own drilling operations. The production of steel, which Borr depends on for rig production, maintenance, and repairs, requires large quantities of freshwater. This dependency is complicated by the fact that key steel-producing countries like China and India are facing increasing freshwater scarcity, which could lead to higher operational costs and delays due to limited steel availability. Additionally, Borr's drilling operations require freshwater for processes such as WBM and fracking. As freshwater becomes scarcer due to environmental changes and regulatory controls, Borr could face significant challenges in securing a stable supply of both steel and freshwater for its operations. These constraints could result in increased costs, disrupted supply chains, and delays in project timelines, underscoring the need for technological advancements in water use and strategic planning to mitigate the impact of freshwater scarcity on Borr's business activities.

Impact: Ocean

Produced water (PW) and drill cuttings are primary contributors to marine pollution in offshore oil and gas (O&G) operations, releasing contaminants such as dispersed oil, polycyclic aromatic hydrocarbons (PAHs), and alkylphenols, which can accumulate in marine organisms, disrupt reproductive functions, and cause broader ecological harm. While some regions, such as the Norwegian Continental Shelf (NCS), have achieved significant reductions in discharge through strict regulations on oil-based muds (OBM) and improved treatment technologies, the transition to water-based muds (WBM) has not fully resolved environmental concerns, as WBM discharge levels remain comparable to those of OBM. The persistence and toxicity of PAHs and alkylphenols present ongoing risks to marine life and human health, reinforcing the need for stringent, globally consistent regulations. However, the variability in geological conditions, chemical formulations, and the localized nature of environmental studies complicate efforts to create standardized, universally applicable guidelines. Existing frameworks, such as those under USEPA, OSPAR, MEMAC, and the Barcelona Convention, illustrate a range of approaches from strict discharge limits to best practice recommendations. As scientific understanding of the impacts deepens, future regulations are likely to become more rigorous, potentially requiring companies like Borr to invest significantly in upgrading rig technologies and operational processes to ensure compliance—an evolution that could affect operational costs and financial performance. In this dynamic regulatory environment, it is crucial for companies to proactively engage with emerging research and policy developments to mitigate environmental risks and support sustainable offshore operations.

Impact: Atmosphere

Flaring and venting of associated gas in oil and gas production have profound environmental and economic consequences, contributing significantly to greenhouse gas emissions, air pollution, and resource waste. Extensive research, including studies in regions such as the Niger Delta, has highlighted the multifaceted impacts of these practices on human health, ecosystems, and sustainable development. The pollutants released through incomplete combustion in flaring systems, including VOCs and PAHs, cause soil and atmospheric contamination, impacting local microclimates and posing severe health risks. The shift towards more stringent regulations aimed at reducing these emissions is evident globally, with many countries adopting BAT and BEP. For companies like Borr, adapting to these evolving regulatory standards is crucial. The introduction of stricter environmental policies could necessitate significant technological upgrades, leading to increased operational costs. Borr's strategic response to these regulatory changes will be essential for maintaining its market position and ensuring long-term operational viability.

Appendix: Water & Effluents Management

Water Withdrawal

Water Source	Volume in ML	Water withdrawn from water stress areas in ML
Fresh water	481.0	205.1
Seawater	99 845.5	N/A
Total	**100 362.4**	**205.1**

Water Consumption

Water Source	Volume in ML
Fresh water	193.5
Seawater	4 992.3
Total	**5 185.8**

Water Discharge

Water Source	Volume in ML
Fresh water	287.5
Seawater	94 853.2
Total	**95 140.7**

Breakdown of freshwater withdrawal by region

Water Source	Unit	Asia	Europe-Africa	Mexico	Middle-East
Fresh water	ML	125.9	113.6	90.8	150.6
Fresh water from stress areas	ML		1.4	76.6	127.1

Appendix: GRI Index

Statement of use Borr Drilling has reported in accordance with the GRI Standards for the period 01.01.2024-31.12.2024.

GRI 1 used GRI 1: Foundation 2021

Applicable GRI Sector Standard(s) GRI 11: Oil & Gas Sector Standard 2021

References Borr Drilling Annual Report 2024 (AR)

Borr Drilling Code of Conduct (CoC)

GRI 2					
Standard number	**Disclosure number**	**Location/comment**	**Requirement/Disclosure omitted**	**Reason for Omission**	**Explanation for Omissions**
Organizational Details					
GRI 2	Disclosure 2-1 Organizational details	pg. 5-7			
GRI 2	Disclosure 2-2 Entities included in the organization's Sustainability reporting	a: pg. 6 b-c: AR			
GRI 2	Disclosure 2-3 "Reporting period, frequency and contact point"	Reporting period: January-December 2024 Contact point: marketing@borrdrilling.com			
GRI 2	Disclosure 2-4 Restatements of information	No restatements of information for the reporting period			
GRI 2	Disclosure 2-5 External assurance	pg. 79			
Activities and workers					
GRI 2	Disclosure 2-6 Activities, value chain and other business relationships	a-b: pg. 5 c: pg. 5-7 and 12 d: No significant changes			
GRI 2	Disclosure 2-7 Employees	pg. 74-76	2-7 b. ii. iii. v.	Not appliccable	Borr Drilling does not have any employees of these types (Temporary, non-guaranteed hours or part-time)
GRI 2	Disclosure 2-8 Workers who are not employees	a-b: pg. 74 c: No significant fluctuations			

Appendix: GRI Index

GRI 2					
Standard number	**Disclosure number**	**Location/comment**	**Requirement/Disclosure omitted**	**Reason for Omission**	**Explanation for Omissions**
Governance					
GRI 2	Disclosure 2-9 Governance structure and composition	a-b: pg. 64 c: 58 and 75	2-9 c. vii, ii, viii vi,	Confidentiality constraints	Borr Drilling does not publish granular information on its governance body, due to confidentiality constraints.
GRI 2	Disclosure 2-10 Nomination and selection of the highest governance body		2-10	Data unavailable/Incomplete	This data is currently not available. Procedures for consolidation will be reviewed and data will likely be provided in coming reporting cycles.
GRI 2	Disclosure 2-11 Chair of the highest governance body		2-11	Not appliccable	Borr Drilling does not have executives serving on the board
GRI 2	Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts	pg. 64			
GRI 2	Disclosure 2-13 Delegation of responsibility for managing impacts	pg. 64			
GRI 2	Disclosure 2-14 Role of the highest governance body in sustainability reporting	pg. 64			
GRI 2	Disclosure 2-15 Conflicts of interest	a: Code of Conduct b: AR			
GRI 2	Disclosure 2-16 Communication of critical concerns	a: pg.70	2-16 b.	Data unavailable/Incomplete	Though a process for addressing critical concerns is in place, the process for data consolidation has not been formalized per now.
GRI 2	Disclosure 2-17 Collective knowledge of the highest governance body		2-17	Data unavailable/Incomplete	Data on measures taken to advance the knowledge of the highest governance body on sustainability is currently not available, as its consolidation has not been formalized. Our aim is to have this in place in coming years.
GRI 2	Disclosure 2-18 “Evaluation of the performance of the highest governance body”		2-18	Data unavailable/Incomplete	Though a process for addressing critical concerns is in place, the process for data consolida Data on measures taken to advance the knowledge of the highest governance body on sustainability is currently not available, as its consolidation has not been formalized. Our aim is to have this in place in coming years. ation has not been formalized per now.

Appendix: GRI Index

GRI 2					
Standard number	**Disclosure number**	**Location/comment**	**Requirement/Disclosure omitted**	**Reason for Omission**	**Explanation for Omissions**
Governance					
GRI 2	Disclosure 2-19 Remuneration policies		2-19	Confidentiality constraints	Salary information is deemed confidential and is therefore not reported on
GRI 2	Disclosure 2-20 Process to determine remuneration		2-20	Confidentiality constraints	Salary information is deemed confidential and is therefore not reported on
GRI 2	Disclosure 2-21 Annual total compensation ratio		2-21	Confidentiality constraints	Salary information is deemed confidential and is therefore not reported on
Strategy, policies and practices					
GRI 2	Disclosure 2-22 Statement on sustainable development strategy	pg. 3			
GRI 2	Disclosure 2-23 Policy commitments	pg. 65-66 and 70			
GRI 2	Disclosure 2-24 Embedding policy commitments	pg. 64-66			
GRI 2	Disclosure 2-25 Processes to remediate negative impacts	pg. 63		Data unavailable/Incomplete	Though a process for addressing critical concerns is in place, the process for data a Procedures concering grievance mechanisms are in place, but are currently being refined to meet the granularity requirements of this disclosure. has not been formalized per now.
GRI 2	Disclosure 2-26 Mechanisms for seeking advice and raising concerns	pg. 68-70			
GRI 2	Disclosure 2-27 Compliance with laws and regulations	There have been no significant instances of non-compliance with laws and regulations in the reporting period.			
GRI 2	Disclosure 2-28 Membership associations	pg. 66			

Appendix: GRI Index

GRI 2					
Standard number	**Disclosure number**	**Location/comment**	**Requirement/Disclosure omitted**	**Reason for Omission**	**Explanation for Omissions**
Stakeholder engagement					
GRI 2	Disclosure 2-29 Approach to stakeholder engagement	pg. 12			
GRI 2	Disclosure 2-30 Collective bargaining agreements	pg. 60			
MATERIAL TOPICS					
Climate Change Mitigation					
GRI 3	Disclosure 3-3 Management of Material Topic	pg. 17			
Energy **GRI 11: Oil and Gas Sector 2021**	Disclosure 302-1 (11.1.2) Energy consumption within the organization	pg. 23	11.1.2 c. iii 301-1 c. iv c. ii d.	Not appliccable	Borr Drilling does not have heating, cooling or steam, nor do we sell electricity.
Energy	Disclosure 302-2 (11.13) Energy consumption outside of the organization		11.1.3 302-2 a. b. c.	Data missing/Incomplete	As a upstream service provider in the Oil and Gas sector, external electricity consumption has proven difficult to gather data on. We will first prioritize our own electricity consumption, when it comes to reduction initiatives.
Emissions	Disclosure 302-3 (11.1.4) Energy intensity	pg. 23			
Emissions	Disclosure 305-1 (11.1.5) Direct (Scope 1) GHG emissions	pg. 21-22			
Emissions	Disclosure 305-2 (11.1.6) Energy indirect (Scope 2) GHG emissions	pg. 21-22			
Emissions	Disclosure 305-3 (11.1.7) Other indirect (Scope 3) GHG emissions	pg. 24-27			

Appendix: GRI Index

GRI 2					
Standard number	**Disclosure number**	**Location/comment**	**Requirement/Disclosure omitted**	**Reason for Omission**	**Explanation for Omissions**
MATERIAL TOPICS					
Climate Change Mitigation					
Emissions	Disclosure 305-4 (11.1.8) GHG emissions intensity	pg. 23			
Emissions	Disclosure 305-5 (11.2.3) Reduction of GHG emissions	pg. 22	305-5 d.	Data missing/Incomplete	Given the expansion of Scope 3 reporting in 2024 compared to previous years, we will need more historical data to evaluate reductions in this category.
Climate Change Adaptation					
Climate adaptation, resilience, and transition	Disclosure 3-3 (11.2.1) Management of Material Topic	pg. 28-30			
Climate adaptation, resilience, and transition	Disclosure 201-2 (11.2.2) Economic Performance	pg. 28-30			
Climate adaptation, resilience, and transition	Disclosure 305-5 (11.2.3) Emissions	pg. 22-24			
Pollution					
GRI 3	Disclosure 3-3 (11.3.1) Management of Material Topic	pg. 31-32			
Emissions	Disclosure 305-7 (11.3.2) Nitrogen oxides (NO), sulfur oxides (SO), and other significant air emissions	pg. 33			
Customer Health and Safety	Disclosure 416-1 (11.3.3) Assessment of the health and safety impacts of product and service categories	pg. 31-34			
Effluents and Waste	Disclosure 306-3 (11.8.2) Significant spills	pg. 32			

Appendix: GRI Index

GRI 2					
Standard number	**Disclosure number**	**Location/comment**	**Requirement/Disclosure omitted**	**Reason for Omission**	**Explanation for Omissions**
MATERIAL TOPICS					
Waste Management					
GRI 3	Disclosure 3-3 (11.5.1) Management of Material Topic	pg. 36-38			
Waste	Disclosure 306-1 (11.5.2) Waste generation and significant waste-related impacts	pg. 36-38			
Waste	Disclosure 306-2 (11.5.3) Management of significant waste-related impacts	pg. 36-37			
Waste	Disclosure 306-3 (11.5.4) Waste generated	pg. 38			
Waste	Disclosure 306-4 (11.6.5) Waste diverted from disposal	pg. 38			
Water & Effluents Management					
GRI 3	Disclosure 3-3 (11.6.1) Management of Material Topic	pg. 40-41			
Water and Effluents	Disclosure 303-1 (11.6.2) Interactions with water as a shared resource	pg. 42-43 and 83			
Water and Effluents	Disclosure 303-2 (11.6.3) Management of water discharge-related impacts	pg. 40-43			
Water and Effluents	Disclosure 303-3 (11.6.4) Water withdrawal	pg. 85			

Appendix: GRI Index

GRI 2					
Standard number	**Disclosure number**	**Location/comment**	**Requirement/Disclosure omitted**	**Reason for Omission**	**Explanation for Omissions**
MATERIAL TOPICS					
Water & Effluents Management					
Water and Effluents	Disclosure 303-4 (11.6.5) Water discharge	pg. 85			
Water and Effluents	Disclosure 303-5 (11.6.6) Water consumption	pg. 85			
Nature & Biodiversity					
GRI 3	Disclosure 3-3 (11.4.1) Management of Material Topic	pg. 44-46			
Biodiversity	Disclosure 304-1 (11.4.2) Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		304-1		Information unavailable
Biodiversity	Disclosure 304-2 (11.4.3) Significant impacts of activities, products and services on biodiversity	pg. 44-46			
Biodiversity	Disclosure 304-3 (11.4.4) Habitats protected or restored	pg. 44-46			
Biodiversity	Disclosure 304-4 (11.4.5) IUCN Red List species and national conservation list species with habitats in areas affected by operations	For access to full IUCN list please contact marketing@borrdrilling.com			
Human Rights					
GRI 3	Disclosure 3-3 Management of Material Topic	pg. 48-49			
Supplier Social Assesment	Disclosure 414-1 (11.10.8) New suppliers that were screened using social criteria	pg. 49			

Appendix: GRI Index

GRI 2					
Standard number	**Disclosure number**	**Location/comment**	**Requirement/Disclosure omitted**	**Reason for Omission**	**Explanation for Omissions**
MATERIAL TOPICS					
Human Rights					
Supplier Social Assesment	Disclosure 414-2 (11.10.9) Negative social impacts in the supply chain and actions taken	pg. 49			
Forced or Compulsory Labor	Disclosure 409-1 (11.12.2) Operations and suppliers at significant risk for incidents of forced or compulsory labor	b.: pg. 48-49	11.12.2 409-1 a.	Data missing/Incomplete	We take our commitment to avoid Forced or Compulsory Labor seriously, and have supplier requirements in order to mitigate this risk. However, a formalized categorization and assesment has not yet been conducted.
Health, Safety & Environment					
GRI 3	Disclosure 3-3 (11.9.1) Management of Material Topic	pg. 52-53			
Occupational Health and Safety	Disclosure 403-1 (11.9.2) Occupational health and safety management system	pg. 54			
Occupational Health and Safety	Disclosure 403-2 (11.9.3) Hazard identification, risk assessment, and incident investigation	pg. 52-53			
Occupational Health and Safety	Disclosure 403-3 (11.9.4) Occupational health services	pg. 54			
Occupational Health and Safety	Disclosure 403-4 (11.9.5) Worker participation, consultation, and communication on occupational health and safety	pg. 54			
Occupational Health and Safety	Disclosure 403-5 (11.9.6) Worker training on occupational health and safety	pg. 57			
Occupational Health and Safety	Disclosure 403-6 (11.9.7) Promotion of worker health	pg. 53			

Appendix: GRI Index

GRI 2					
Standard number	**Disclosure number**	**Location/comment**	**Requirement/Disclosure omitted**	**Reason for Omission**	**Explanation for Omissions**
MATERIAL TOPICS					
Health, Safety & Environment					
Occupational Health and Safety	Disclosure 403-7 (11.9.8) Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pg. 53			
Occupational Health and Safety	Disclosure 403-8 (11.9.9) Workers covered by an occupational health and safety management system	pg. 78			
Occupational Health and Safety	Disclosure 403-9 (11.9.10) Work-related injuries	pg. 78			
Occupational Health and Safety	Disclosure 403-10 (11.9.11) Work-related ill health	pg. 78			
Training and Education	Disclosure 404-1 (11.10.6) Average hours of training per year per employee	pg. 57			
Training and Education	Disclosure 404-2 (11.10.7) Programs for upgrading employee skills and transition assistance programs	pg. 57			
Employment Practices & Equal Opportunity					
GRI 3	Disclosure 3-3 (11.10.1) Management of Material Topic	pg. 55-56			
Employment	Disclosure 401-1 (11.10.2) New employee hires and employee turnover	pg. 76			
Employment	Disclosure 401-2 (11.10.3) Benefits provided to full-time employees that are not provided to temporary or part-time employees	pg. 77			

Appendix: GRI Index

GRI 2					
Standard number	**Disclosure number**	**Location/comment**	**Requirement/Disclosure omitted**	**Reason for Omission**	**Explanation for Omissions**
MATERIAL TOPICS					
Employment Practices & Equal Opportunity					
Employment	Disclosure 401-3 (11.10.4) Parental leave	pg. 77			
Labor/ Management Relations	Disclosure 402-1 (11.10.5) Minimum notice periods regarding operational changes	pg. 60			
Market Presence	Disclosure 202-2 (11.11.2) Proportion of senior management hired from the local community	pg. 60			
Diversity and Equal Opportunity	Disclosure 405-1 (11.11.5) Diversity of governance bodies and employees	pg. 75	11.11.5 405-1 a. i–ii b. iii	Confidentiality constraints	Information about the board members age range, as well as if board/ managment members are categorized as vulnerable groups is considered confidential.
Non-discrimination	Disclosure 406-1 (11.11.7) Incidents of discrimination and corrective actions taken	There were no incidents of discrimination recorded in 2024.			
Indirect Economic Impacts	Disclosure 203-2 (11.14.5) Significant indirect economic impacts		11.14.4 203-2	Data missing/incomplete	In this phase of Borr Drilling's due diligence work in regrads to indirect economic impacts, data is incomplete. We first focus on direct impact through our operations.
Procurement Practices	Disclosure 204-1 (11.14.6) Proportion of spending on local suppliers	Spending on local suppliers in 2024: 76% (increased from 28% in 2023).			
Local Communities	Disclosure 413-1 (11.15.3) Operations with local community engagement, impact assessments, and development programs	pg. 51			
Local Communities	Disclosure 413-2 (11.15.4) Operations with significant actual and potential negative impacts on local communities	pg. 48			
Local Communities	11.15.4 Additional Sector Disclosure		11.15.4	Data missing/incomplete	Borr Drilling collect grievances from local communities, but consolidated reporting is not yet in place.

Appendix: GRI Index

GRI 2					
Standard number	**Disclosure number**	**Location/comment**	**Requirement/Disclosure omitted**	**Reason for Omission**	**Explanation for Omissions**
MATERIAL TOPICS					
Ethical Business & Sustainability Management					
GRI 3	Disclosure 3-3 Management of Material Topic	pg. 62			
Responsible Business Conduct					
GRI 3	Disclosure 3-3 Management of Material Topic	pg. 68			
Anti-competitive Behaviour	Disclosure 206-1 (11.19.2) Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No incidents recorded in 2024			
Anti-corruption	Disclosure 205-1 (11.20.2) Operations assessed for risks related to corruption	All operations are routinely assessed for risks related to corruption.			
Anti-corruption	Disclosure 205-2 (11.20.3) Communication and training about anti-corruption policies and procedures	pg. 69			
Anti-corruption	Disclosure 205-3 (11.20.4) Confirmed incidents of corruption and actions taken	No incidents recorded in 2024			
Anti-corruption	11.20.5 Additional Sector Disclosure	Borr Drilling Fleet Status Report | Latest Updates on Our Fleet			
Anti-corruption	11.20.6 Additional Sector Disclosure	AR			
Economic Performance	Disclosure 201-1 (11.14.2) Direct economic value generated and distributed	AR			
Economic Performance	Disclosure 201-4 (11.21.3) Financial assistance received from government	AR			

Appendix: Omission Index

Topics in the applicable GRI Sector Standards determined as not material

Sector Chapter	Sector Disclosure	Reason for omission	Topic Disclosure	Explanation
11.7 Closure and rehabilitation	11.7.5	NA	Additional Sector Disclosure	Due to the nature of our operations, no structures are left in place. Upon completion of projects, rigs are moved to other locations.
11.7 Closure and rehabilitation	11.7.6	NA	Additional Sector Disclosure	
11.8 Asset integrity and critical incident management	11.8.4	NA	Additional Sector Disclosure	Borr Drilling does not have sand mining operations, and this is therefore not applicable.
11.11 Non-discrimination and equal opportunity	11.11.6	Confidentiality constraints	Disclosure 405-2 Ratio of basic salary and remuneration	Borr Drilling does not publish information on remuneration differentiation.
11.16 Land and resource rights	11.16.2	NA	Additional Sector Disclosure	Borr Drilling has not caused resettlement of local populations, and this is therefore not applicable.
11.17 Rights of indigenous peoples	11.17.1	NA	Disclosure 3-3 Management of material topics	The topic of indigenous peoples has been assessed and is not deemed material. Borr Drilling continues to work with local communities, to ensure mitigation of negative impacts and reinforcements of positive ones.
11.17 Rights of indigenous peoples	11.17.2	NA	Disclosure 411-1 Incidents of violations involving rights of indigenous peoples	
11.17 Rights of indigenous peoples	11.17.3	NA	Additional Sector Disclosure	
11.17 Rights of indigenous peoples	11.17.4	NA	Additional Sector Disclosure	
11.21 Payments to governments	11.21.4	Confidentiality constraints	Disclosure 207-1 Approach to tax	Due to confidentiality constrains of sensitive infomation, Borr Drilling does not wish to report tax information.
11.21 Payments to governments	11.21.5	Confidentiality constraints	Disclosure 207-2 Tax governance, control, and risk management	
11.21 Payments to governments	11.21.6	Confidentiality constraints	Disclosure 207-3 Stakeholder engagement and management of concerns related to tax	
11.21 Payments to governments	11.21.7	Confidentiality constraints	Disclosure 207-4 Country-by-country reporting	
11.21 Payments to governments	11.21.8	NA	Additional Sector disclosures	Given our nature as a service and equipment provider, Borr Drilling does not purchase oil/gas from states.
11.22 Public policy	11.22.2	NA	Disclosure 415-1 Political contributions	No such contributions have been made.

This report and any related discussions include forward-looking statements made under the “safe harbor” provisions of the U.S. Private Securities Litigation Reform Act of 1995. All statements other than statements of historical facts are forward-looking statements. You can identify these forward-looking statements by words or phrases such as “may,” “will,” “expect,” “anticipate,” “aim,” “estimate,” “goals,” “strategy,” “ambition,” “intend,” “plan,” “projection”, “believe,”, “strive”, “likely to” “target”, “initiative,” “outlook,” “objective,” “commitment,” “priority,” “positioned to meet” and other similar expressions. These forward-looking statements include statements that are aspirational or reflective of our views about future performance and our plans, objectives, goals, strategies, including our ESG goals, targets, objectives, commitments, ambitions, strategies and policies, our sustainability goals, emission reduction and other targets and objectives, reduction of fuel consumption and emissions, our sustainability strategy, our aim to reduce our carbon footprint and intensity, use of carbon offsets, our aim to maximize operational efficiency, our aim to collaborate across value chain to decarbonize our operations, our aim to purchase renewable energy credits, our aim to implement systems and procedures to improve accuracy of data, establishing KPIs to monitor emissions and energy usage, our employment practices, our corporate responsibility initiatives, strategy, reporting, programs, and governance plans and strategies on matters such as ethics, human rights, sustainability and the environment, employees, business, data privacy and information security, health and safety, compensation, our due diligence practices, the targets described under “Key Targets & Initiatives 2025” and other non-historical statements. Forward-looking statements are based on our current expectations and assumptions, and are subject to inherent uncertainties, risks, and changes in circumstances that are difficult to predict. As a result, actual results could differ materially from those indicated in these forward-looking statements. Numerous risks, uncertainties, and assumptions may cause actual results to differ materially from those indicated, including risks relating to regulatory and legislative changes, risk relating to our ability to meet our ESG goals, targets and ambitions and to achieve our ESG strategy, risks relating our ESG policies and commitments and whether these will be effective in achieving our goals and other risks described in the section entitled “Risk Factors” in our most annual report on Form 20-F filed with the Securities and Exchange Commission (SEC) and other risks and uncertainties described in our other filings with and submissions to the SEC.

All subsequent written and oral forward-looking statements relating to this report are expressly qualified in their entirety by reference to these risks and uncertainties. You should not place undue reliance on forward-looking statements. Each forward- looking statement speaks only as of the date of the statement, and we undertake no obligation to update or revise any forward-looking statements except as otherwise may be required by law.

This report also contains data on our Scope 1, 2 and 3 emissions. Some of this data is based on estimates, assumptions and uncertainties as of the date of the Report. Scope 1 and 2 emissions data mainly relates to emissions from our own activities, whereas Scope 3 emissions relate to emissions of other entities and is therefore subject to a range of additional uncertainties. In addition, international standards and protocols relating to Scope 1, 2, and 3 emissions calculations and categorisations may differ and continue to evolve, which can mean additional uncertainties regarding this data.

The data in this Report is derived from various sources, including internal sources and publicly available information from various sources, and depends on certain estimates and assumptions, and as a result, there is an inherent degree of uncertainty in the estimations of such data. Such data has not been the subject of any external audit, assurance or review. You are cautioned not to give undue weight to such data.

The words “material”, “materiality”, “financial materiality” and “impact materiality” are used in this Report to designate matters of importance to stakeholders particularly in relation to (i) our impacts on the environment and society (impact materiality) and (ii) how sustainability matters affect our development, performance and position (financial materiality), in line with the Corporate Sustainability Reporting Directive and such references to material, materiality, financial materiality and impact materiality are distinct from the definition of “material” under the Securities Act of 1933, the Securities Exchange Act of 1934, US GAAP or any other applicable securities or financial reporting laws or regulations in any jurisdiction or under US GAAP or any other accounting standard.

For more info, please visit www.borrdrilling.com