Investor Presentation February 2020

Maersk Drilling (CSE: DRLCO)



Forward-looking statements

This presentation contains certain forward-looking statements (being all statements that are not entirely based on historical facts including, but not limited to, statements as to the expectations, beliefs and future business, contract terms, including commencement dates, contract durations and day rates, rig availability, financial performance and prospects of The Drilling Company of 1972 A/S, hereinafter referred to as "Maersk Drilling" or "the Company"). These forward-looking statements are based on our current expectations and are subject to certain risks, assumptions, trends and uncertainties that could cause actual results to differ materially from those indicated by the forward-looking statements due to external factors, including, but not limited to, oil and natural gas prices and the impact of the economic climate; changes in the offshore drilling market, including fluctuations in supply and demand; variable levels of drilling activity and expenditures in the energy industry; changes in day rates; ability to secure future contracts; cancellation, early termination or renegotiation by our customers of drilling contracts; customer credit and risk of customer bankruptcy; risk associated with fixed cost drilling operations; unplanned downtime; cost overruns or delays in transportation of drilling units; cost overruns or delays in maintenance, repairs, or other rig projects; operating hazards and equipment failure; risk of collision and damage; casualty losses and limitations on insurance coverage; weather conditions in the Company's operating areas; increasing costs of compliance with regulations; changes in tax laws and interpretations by taxing authorities, hostilities, terrorism, and piracy; mairments; cyber incidents; the company expressly disclaims any obligation to update or revise any forward-looking statements, except as required by law.

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About Maersk Drilling

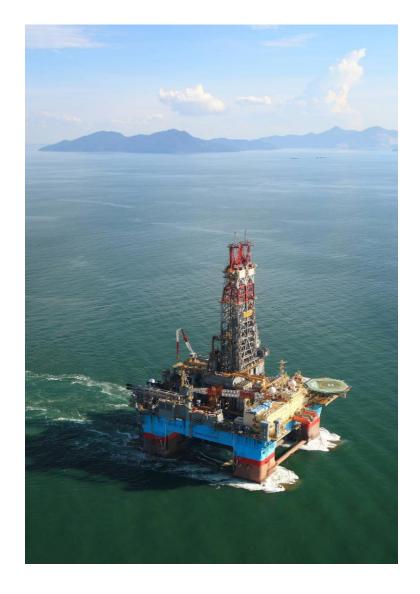
Maersk Drilling (CSE: DRLCO) owns and operates a fleet of 22 offshore rigs specialising in harsh-environment and deepwater drilling operations. With more than 45 years of experience operating in the most challenging environments Maersk Drilling provides safe, efficient, and reliable drilling services to oil and gas companies around the world. Headquartered in Denmark, Maersk Drilling employs 2,850 people. For more information about Maersk Drilling, visit www.maerskdrilling.com.



Free cash flow generation with low leverage and ample liquidity



(1) Cash flow from operating activities less cash flow used for investing activities, adjusted for newbuild cash flow and proceeds from the divestment of assets or activities (2) Calculated as net debt divided by EBITDA before special items (3) Comprises cash and bank balances of USD 310m and unused revolving credit facility of USD 400m





A unique strategic and financial position

Unparalleled CJ70 jack-up fleet

Unique customer relations and partnerships High revenue visibility and financial flexibility



Strategic position

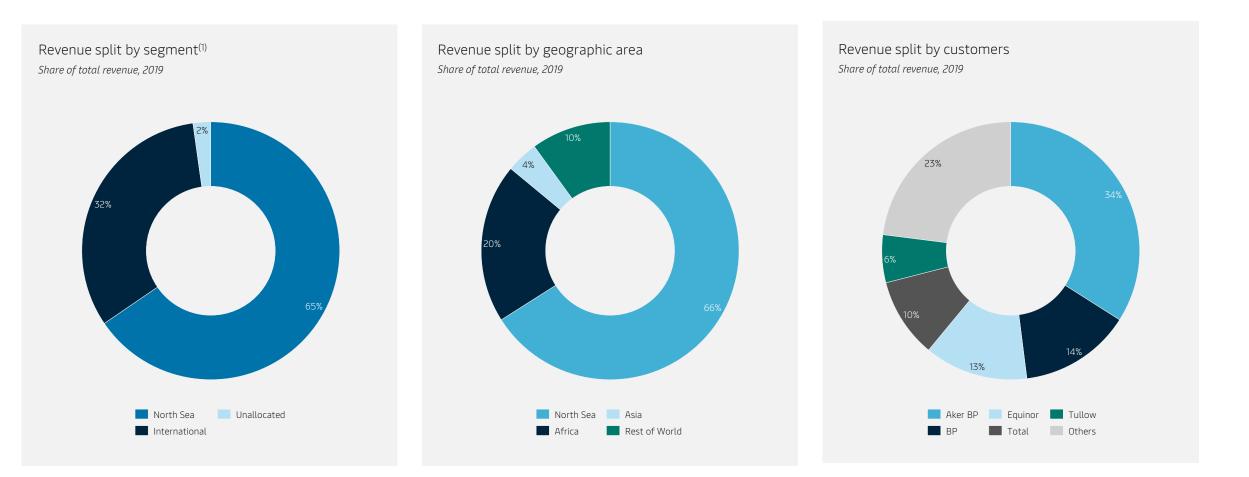


Versatile offshore rig fleet serving customers globally



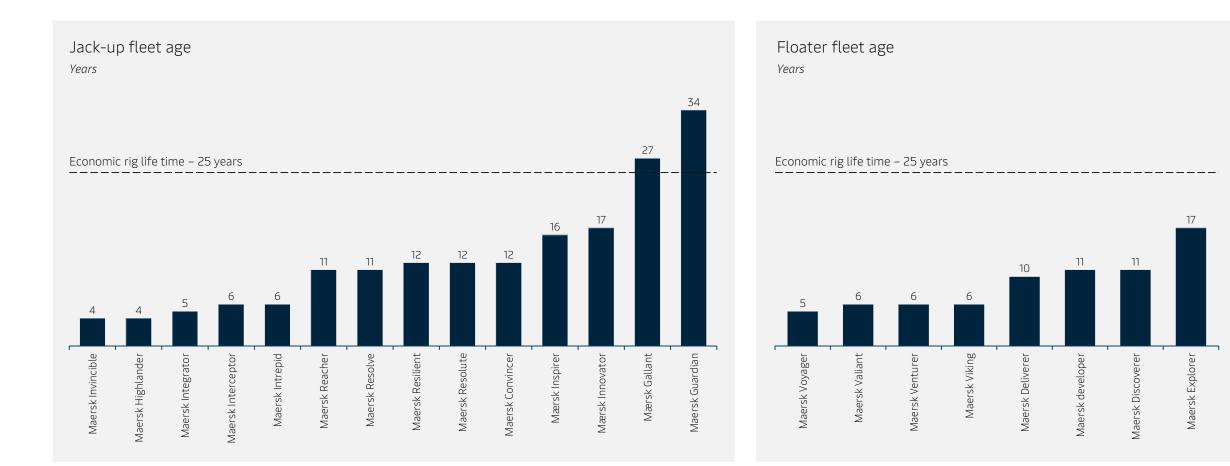


North Sea jack-up fleet generating the largest share of revenue





Modern fleet with substantial future earnings capacity





Rig name	Rig type	Design	Delivery year	Harsh environment	Norwegian AoC ⁽¹⁾	Rated water depth (ft.)	Rated drilling depth (ft.)
Mærsk Innovator	Jack-up	MSC CJ70-150 MC	2003	Yes	Yes	492	30,000
Mærsk Inspirer	Jack-up	MSC CJ70-150 MC	2004	Yes	Yes	492	30,000
Maersk Integrator	Jack-up	MSC CJ70-X150 MD	2015	Yes	Yes	492	40,000
Maersk Interceptor	Jack-up	MSC CJ70-X150 MD	2014	Yes	Yes	492	40,000
Maersk Intrepid	Jack-up	MSC CJ70-X150 MD	2014	Yes	Yes	492	40,000
Maersk Invincible	Jack-up	MSC CJ70-X150 MD	2016	Yes	Yes	492	40,000
Maersk Reacher	Jack-up	MSC CJ50-X100 MC	2009	Yes	Yes	350	30,000
Maersk Resilient	Jack-up	MSC CJ50-X100 MC	2008	Yes	No	350	30,000
Maersk Resolute	Jack-up	MSC CJ50-X100 MC	2008	Yes	No	350	30,000
Maersk Resolve	Jack-up	MSC CJ50-X100 MC	2009	Yes	No	350	30,000
Maersk Highlander	Jack-up	Friede & Goldman JU2000E	2016	Yes	No	400	30,000
Mærsk Gallant	Jack-up	CJ62-S120 JU	1993	Yes	Yes	394	25,000
Maersk Guardian	Jack-up	Hitachi Zosen, self-elevating cantilever unit	1986	Yes	No	350	n/a ⁽²⁾
Maersk Convincer	Jack-up	Baker Pacific Class 375	2008	No	No	375	30,000



Position as market-leader in Norway centred around CJ70 jack-up rigs

Eight rigs capable of working in Norway Maersk Drilling ultra-harsh environment jack-up fleet and design





Maersk Invincible



Others

Maersk Gallant

Mærsk Inspirer Mærsk Innovator

or Maersk Reacher

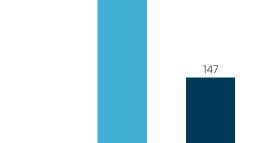




Maersk Integrator Maersk Interceptor



Maersk Intrepid



Maersk Drilling

415

Unmatched experience in Norway Number of wells drilled in Norway using jack-up rigs over the

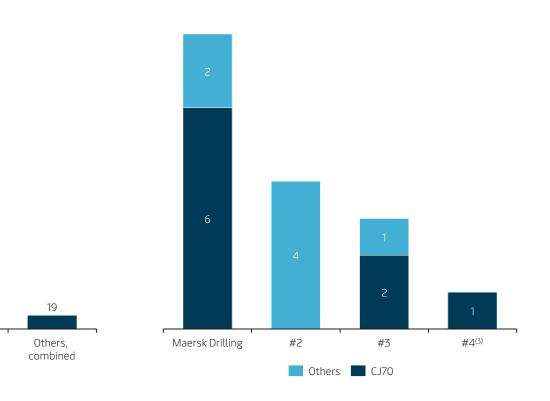
Number of wells drilled in Norway using jack-up rigs over the period 1990-2018⁽¹⁾, ranked

34

#3

Leader in the ultra-harsh environment segment

Number of ultra-harsh environment jack-up rigs per drilling contractor⁽²⁾, ranked

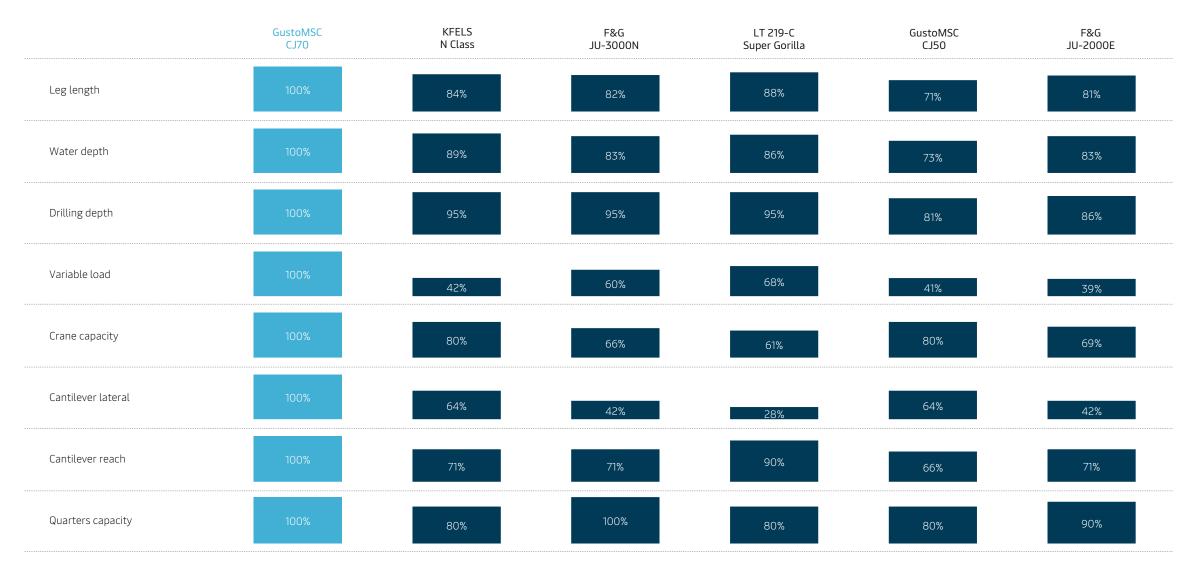


(1) Excludes drilling contractors that have drilled less than five wells during the period 1990-2018. Excludes well drilled by drilling contractors not specified (i.e. 'unknown'). Excludes wells drilled by E&P companies (e.g. Equinor). 'Others' includes AMNGR and Transocean. (2) Excluding two ultra-harsh environment jack-up rigs owned by Equinor (3) Rig does not have the required Acknowledgement of Compliance (AoC) certification to operate in Norway Source: IHS Markit – RigPoint, Rystad

#2



CJ70 – the largest and most capable jack-up rigs



Note: Percentages are calculated as an index based on the highest number in each of the different specification categories. Only rigs in Maersk Drilling's peer group are included. Specifications may vary for rigs of similar designs. Source: IHS Markit – RigPoint

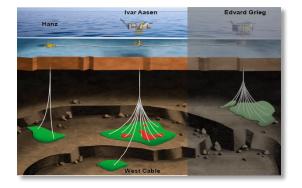


The CJ7Os are contributing to resource management in all modes



Valhall Plug & Abandonment

Maersk Invincible



Hanz appraisal

Maersk Intrepid



Gina Krog platform

Maersk Integrator



Oda subsea development

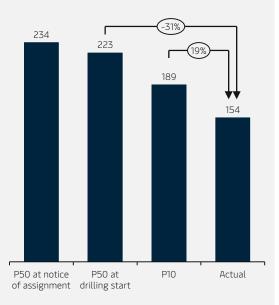
Maersk Interceptor



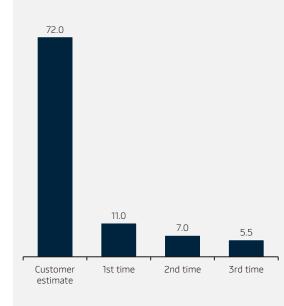
Our technical proposals, solutions and ability to work as one team...



...resulted in significant project cost savings through early completion *Number of days*



Example of how we drove down time spent on a drilling riser *Hours spent per repetition*



"The [CJ70] XLE's are so efficient that it is actually logistics that become one of the key challenges in projects" – Well Operations Manager, Spirit Energy



CJ70 case study: Valhall Plug & Abandonment



Operating days 120 Maersk Reacher Maersk Invincible 110 Average = 61 days Average = 30 days 100 90 80 70 60 High-complexity wells 50 40 30 20 10 0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 Well



Significantly reducing well time spent in Plug & Abandonment campaign Number of days spent per well

CJ70-efficiency provides significant total well cost savings

		·
Illustrative example	CJ50	CJ70
Day rate (USDk/day)	150	300
Financial uptime (Average across segment)	99%	99%
Days per well (Drilling)	61	30
Days on contract (Total, based on 12-well programme)	739	364
Drilling days (Days on contract * financial uptime)	732	360
Drilling cost (Day rate * drilling days, USDm)	110	108
Spread cost (Based on USD 300k/day on contract, USDm)	222	109
Total well cost (Drilling cost + spread cost, USDm)	332	217

Note: Above is an illustrative example. Spread cost comprises the total cost to drill a well, excluding drilling cost, and will vary from project to project, but will typically comprise between 40% and 60% of the total well cost.



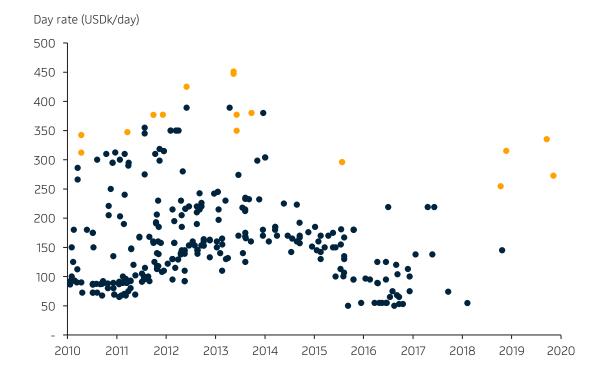


The CJ70 market has historically enjoyed higher utilisation and day rates

CJ70-utilisation versus all North Sea⁽¹⁾ jack-ups Total monthly utilisation



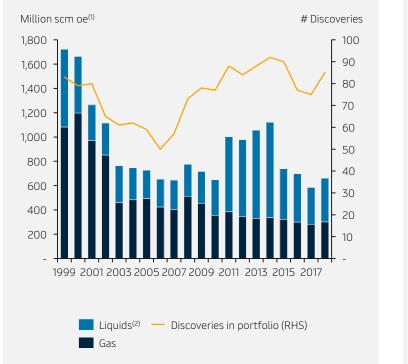
Jack-up fixtures⁽²⁾ and corresponding day rates in the North Sea⁽¹⁾ Jack-up fixtures in the North Sea and CJ70-examples (in orange)



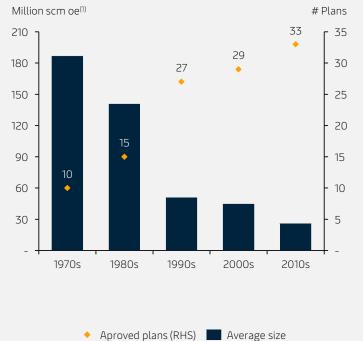


Average size of discoveries has declined over the past 20 years...

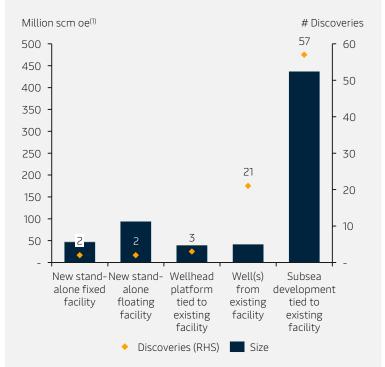
Development of resources and number of discoveries



...however, more discoveries are being developed, calling for new solutions to maintain profitability *Average size at first PD0*⁽³⁾ *and number of approved plans*

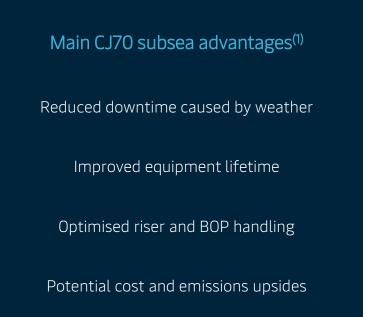


Phasing into existing infrastructure will be most likely development solution for majority of discoveries Discoveries and resources in portfolio by most profitable solution





The CJ7Os' subsea advantages put them in front for future employment







The CJ7Os are fronting the drive towards low-emission drilling



1. Maersk Invincible running entirely on shore-power

During part of 2017 and 2018, the rig was running on 100% hydropower via a 294 km long cable to a Norwegian hydropower plant

In addition to reducing emissions, the solution also reduces cost and time for maintenance and improves work environment due to reduced noise and vibrations

2. Energy and Emissions Efficiency (EEE) software

Fully digitalised fuel an energy monitoring system providing near real-time information to be used for learning and optimisation towards more fuel-efficient behaviour

The system has been used on the Maersk Integrator since 2018, significantly reducing fuel consumption

3. Selective Catalytic Reduction (SCR)

Captures NOx exhausts and use ammonia injections to convert the gas into harmless water and nitrogen.

By installing SCR units on all the rig's engine exhaust pipes, Maersk Drilling expects to be able to reduce NOx emissions by more than 90%, while also reducing soot emissions significantly

4. Hybrid upgrades on Norwegian jack-ups

Combining hybrid power, data intelligence (EEE) and cleaning technology (SCR), Maersk Drilling's hybrid jackups will push the boundaries for low-emission drilling on conventionally powered offshore drilling rigs



Modern deepwater-focused floater fleet

Rig name	Rig type	Design	Delivery year	Generation	Rated water depth (ft.)	Rated drilling depth (ft.)
Maersk Valiant	Drillship	Samsung 96K	2014	7G	12,000	40,000
Maersk Venturer	Drillship	Samsung 96K	2014	7G	12,000	40,000
Maersk Viking	Drillship	Samsung 96K	2014	7G	12,000	40,000
Maersk Voyager	Drillship	Samsung 96K	2015	7G	12,000	40,000
Maersk Deliverer	Semisubmersible	DSS21-DP2	2010	6G	10,000	32,800
Maersk Developer	Semisubmersible	DSS21-DP2	2009	6G	10,000	32,800
Maersk Discoverer	Semisubmersible	DSS21-DP2	2009	6G	10,000	32,800
Maersk Explorer	Semisubmersible	DSS10-CAM-M	2003	5G	3,281	30,000



Norway-experience successfully transferred to floater operations

Transferring Norway capabilities to floater operations





Technology Operational excellence Customer centricity Norway Image: Customer centricity US GoM Image: Customer centricity Asia Pacific Image: Customer centricity Africa Image: Customer centricity South America Image: Customer centricity

Selected operational achievements in the floater segment

Maersk Developer

Reactivation from warm-stacking in just eight weeks, completing the operation with 99.3% uptime

Maersk Venturer

World's deepest well (3,411 meters) drilled with 99.2% uptime in strong currents up to 3 knots

Maersk Discoverer

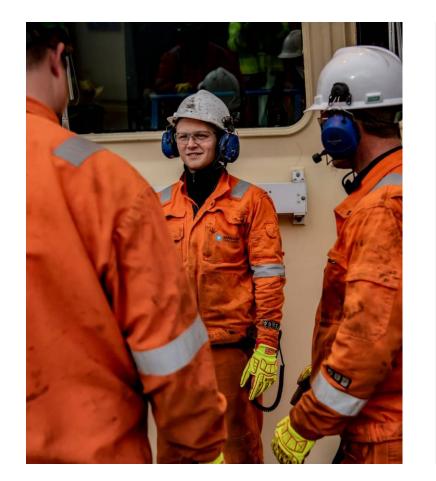
Longest well drilled in the Mediterranean and deepest in Egypt. Completed 64 days ahead of AFE target

Maersk Voyager

In 15 months, the rig drilled 15 new wells, re-entered three well, drilled four side-track sections and ran lower completion on nine wells. All completed 200 days ahead of schedule



Unique customer service delivery model drives partnerships and value pricing



Relationship taken to the next level

Five-year framework agreement with the option to extend for a further five years. Alliance is based on an integrated well-delivery model with aligned incentives.

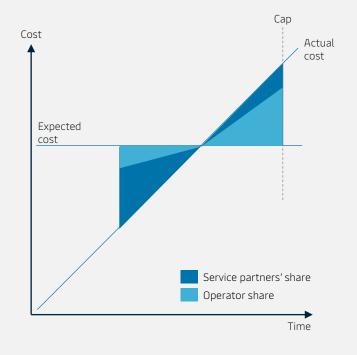
Focus on increasing collaboration efficiency and enabling standardisation and simplification of processes, ultimately shortening the lead time from discovery to first oil.

Participants:

- Aker BP
- Maersk Drilling
- Halliburton

Key aim:

- Lowering the cost per barrel for Aker BP
- Increase the profitability for the alliance partners



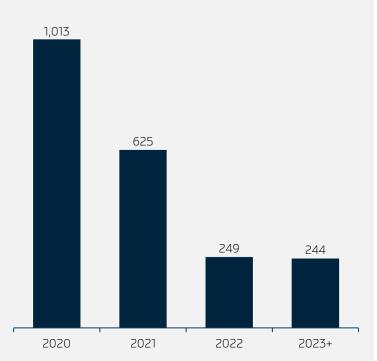


A solid contract backlog ensuring earnings visibility

Share of total contract revenue backlog⁽¹⁾ 12% 11% USD 2.1bn 21% 14% Inpex Total Others Aker BP Repsol Tullow BP

Contract revenue backlog by customer

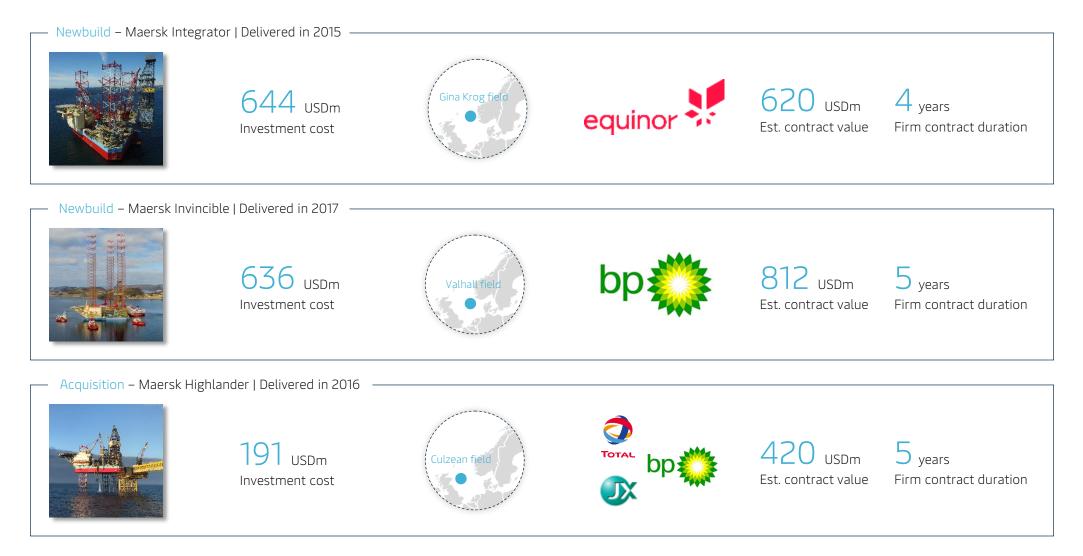
Contract revenue backlog by year⁽¹⁾ USDm







Long-term customer relations have enabled non-speculative investments





Steps taken towards fleet high-grading and focus in 2019

Hybrid, low-emission rig upgrades

- CJ70s fronting drive towards low-emission drilling
- Maersk Intrepid and Maersk Integrator to undergo series of upgrades to turn them into hybrid, low-emission
 rigs prior to commencing new contracts with their respective customers
- Upgrades are supported by the Norwegian NOx fund

Divestments

- Harsh-environment jack-up, formerly Mærsk Giant (delivered 1986), sold in single-digit USD million transaction. The sale closed on 21 June 2019
- Benign-environment jack-up, formerly Maersk Completer (delivered 2007), sold in USD 38m all-cash transaction. The sale closed on 7 January 2020





Financial profile



Levers for generating free cash-flow to equity





×\$+

Strong operating cash-flow generation

Solid balance sheet



No newbuild capex commitments and limited off-balance reactivation cost exposure



Long maturity runway and attractive funding costs



Solid balance sheet

Cash and bank balances

310

(end-2019, USDm)

Fully-available revolver

400

(end-2019, USDm)

Net debt to LTM EBITDA

2.6x

(end-2019)

Market cap to Enterprise Value⁽¹⁾

68

(Percent)



2020 full-year guidance



EBITDA before special items 400–450

(USDm)

Capital expenditures

150-200

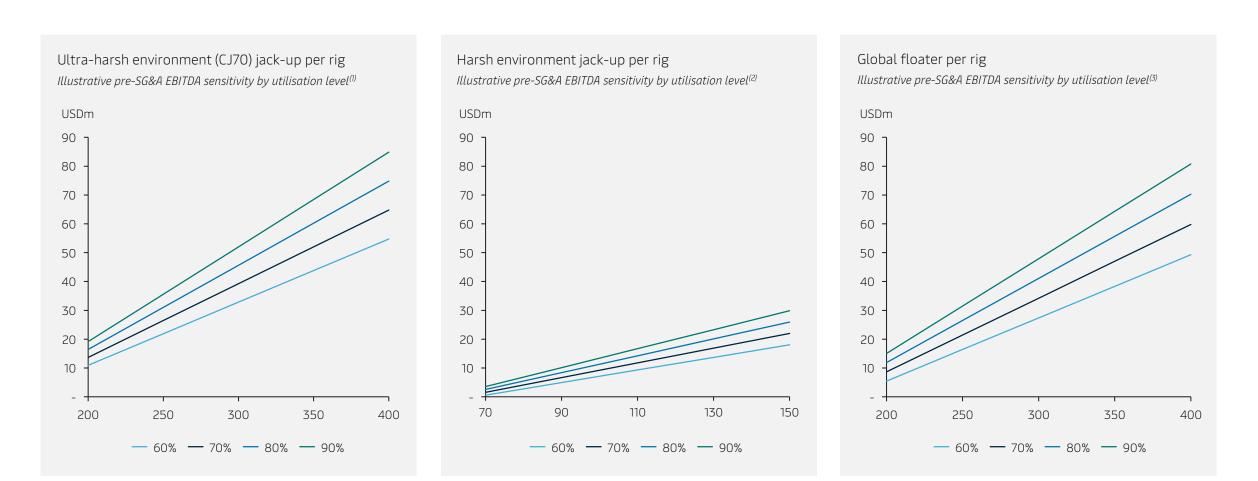
(USDm)

EBITDA before special items is primarily sensitive to the level of contracting of additional days to the current backlog, especially in the high margin North Sea segment, and the day rates thereon

Capital expenditures are sensitive to final scheduling and scoping of rig upgrades and yard stays, which are subject to commercial and operational planning

Capex guidance reflects the current expectation of three Special Periodic Surveys (SPSs) with yard stays to be completed in 2020 as well as planned rolling maintenance on certain other rigs

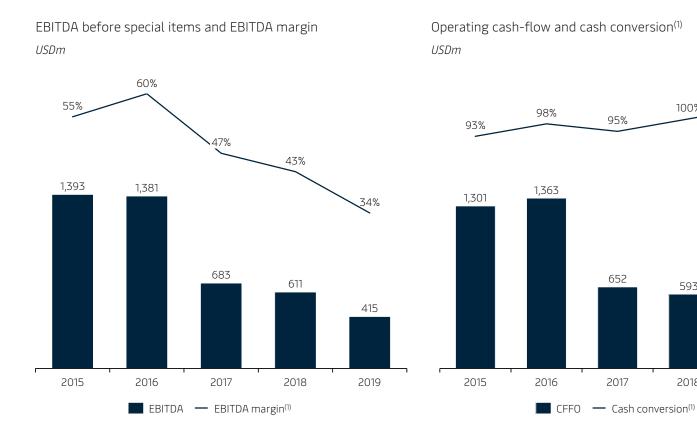




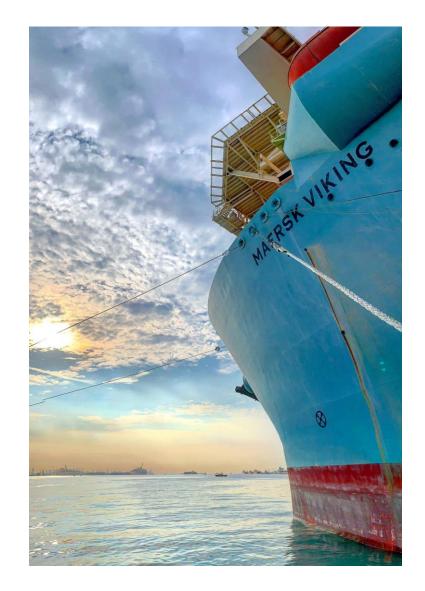
(1) Assumptions: Daily opex while operating = USD 140k/day, daily opex while idle = USD 15k/day, number of days in year = 365 (2) Assumptions: Daily opex while operating = USD 57.5k/day, daily opex while idle = USD 15k/day, number of days in year = 365 (3) Assumptions: Daily opex while operating = USD 57.5k/day, daily opex while idle = USD 15k/day, number of days in year = 365 (3) Assumptions: Daily opex while operating = USD 57.5k/day, daily opex while idle = USD 37.5k/day, number of days in year = 365 (3) Assumptions: Daily opex while operating = USD 57.5k/day, daily opex while idle = USD 37.5k/day, number of days in year = 365 (3) Assumptions: Daily opex while operating = USD 57.5k/day, daily opex while idle = USD 37.5k/day, number of days in year = 365 (3) Assumptions: Daily opex while operating = USD 57.5k/day, daily opex while idle = USD 57.5k/day, number of days in year = 365 (3) Assumptions: Daily opex while operating = USD 57.5k/day, daily opex while idle = USD 57.5k/day, number of days in year = 365 (3) Assumptions: Daily opex while operating = USD 57.5k/day, daily opex while idle = USD 57.5k/day, number of days in year = 365 (3) Assumptions: Daily opex while operating = USD 57.5k/day, daily opex while idle = USD 57.5k/day, number of days in year = 365 (3) Assumptions: Daily opex while operating = USD 57.5k/day, daily opex while operating = USD 57.5k/day, daily opex while operating = USD 57.5k/day, daily opex while idle = USD 57.5k/day, number of days in year = 365 (3) Assumptions: Daily opex while operating = USD 57.5k/day, daily opex while operating = USD 57.5k/day, daily opex while operating = USD 57.5k/day, daily opex while operating = 0.5k/day, daily o



Earnings converted to operating cash-flow



(1) Calculated as operating cash-flow divided by EBITDA after special items. Operating cash-flow does not include interest expenses.



105%

420

2019

100%

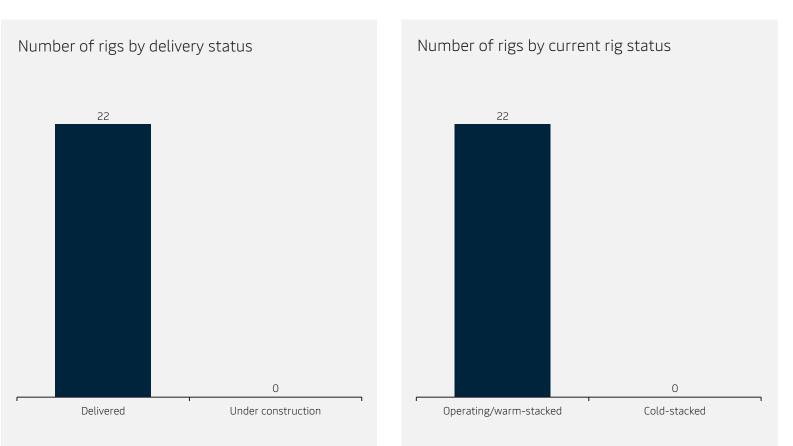
593

2018



No newbuild capex commitments and limited off-balance re-activation cost exposure







32

Maintenance capex mainly relates to Special Periodic Surveys

5-yearly Special Periodic Survey cost requirements by rig type

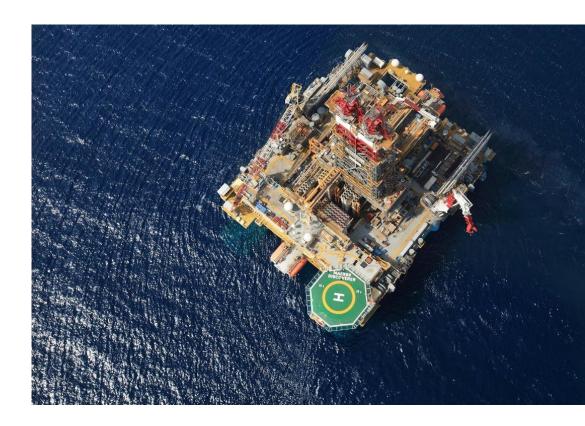




Expected run-rate (annual) maintenance capex⁽¹⁾

150

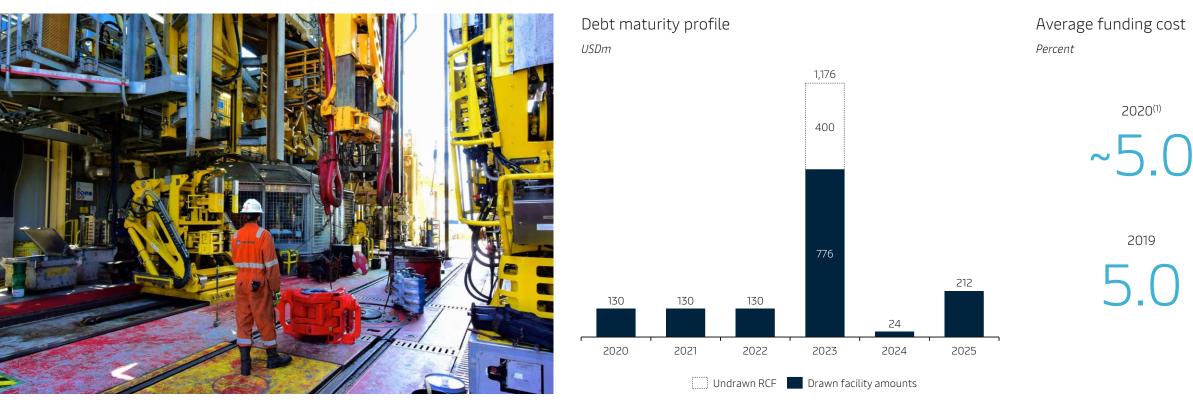
(USDm)



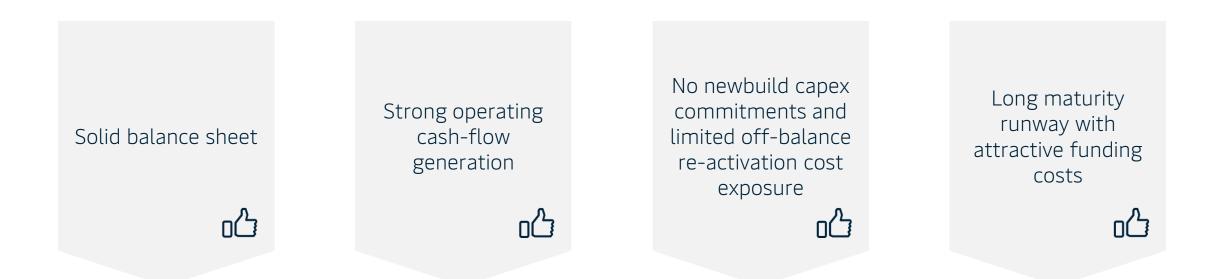




Long maturity runway with attractive funding cost



A unique financial profile in offshore drilling



Free cash flow generation with low leverage and ample liquidity



Financial policy



Maintain a robust capital structure with sufficient funding available to support the business through the cycle



Pursue investment opportunities that will support long-term shareholder value creation



Provided that the capital structure is deemed solid, return surplus capital to shareholders

Target leverage

- Maersk Drilling will generally work towards a leverage ratio (net debt divided by EBITDA before special items) of around 2.5x.
- If the leverage ratio is below 2.5x and no attractive investment opportunities have been identified, Maersk Drilling will seek to return capital to share-holders by means of dividends and/or share buy backs
- If value adding investment opportunities that require a need for additional funding arise, or if EBITDA is reduced in a business down-cycle, the leverage may exceed the target level of around 2.5x for a period of time. The focus here will be to reduce net debt to reach the targeted leverage level of around 2.5x





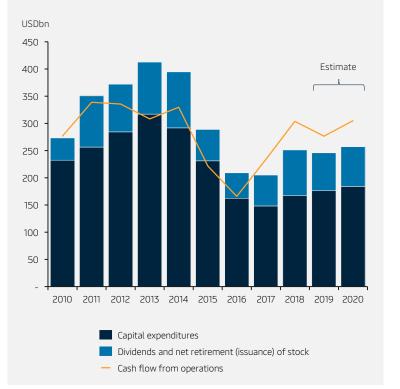
Market outlook



-

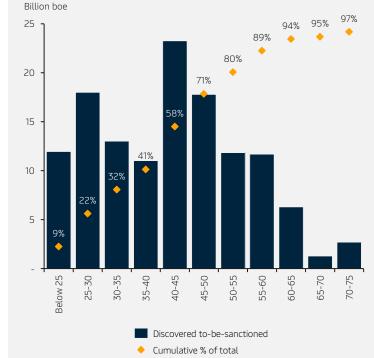
15

Oil companies are generating cash to spend... Total cash-flows for top-25 listed E&P companies⁽¹⁾

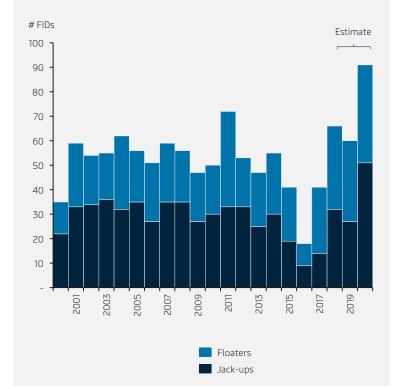


...and most projects are economic at current oil prices

Global offshore oil and gas resources to be sanctioned in 2019-2025E by break-even category (USD)



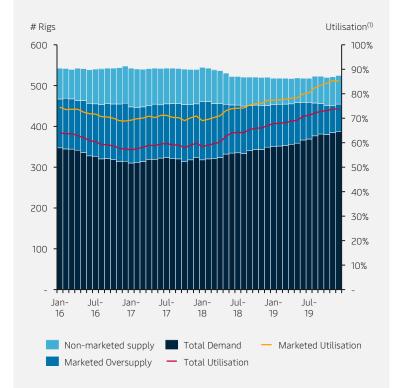
Sanctioning activity is on the rise *Number of FIDs*⁽³⁾ *per year*



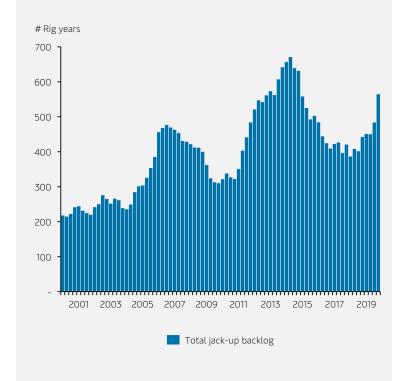


Global jack-up recovery well-underway and continuing to gain momentum

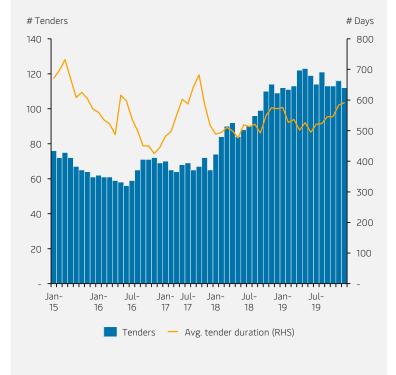
Supply, demand and utilisation Number of rigs and utilisation⁽⁷⁾



Historical contract backlog⁽²⁾ Total number of contracted rig years



Tender activity⁽³⁾ Number of tenders and average tender duration in days



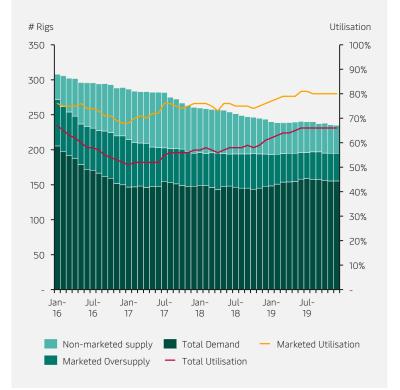
(1) Utilisation (marketed and total) defined as contracted rig years as a percentage of marketed and total supply, respectively (2) Total number of contracted rig years at given point in time (3) Tender data based on open demand. Includes tender and pre-tender only



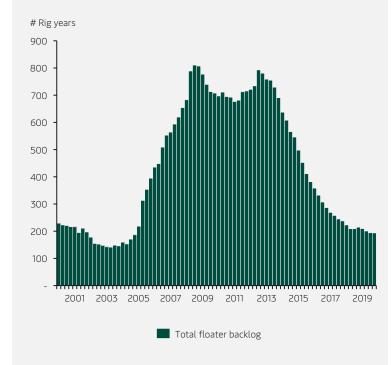
Note: Historical contract backlog data as of 15 January 2020. Tender data as of 31 December 2019. Source: IHS Markit – RigPoint, Maersk Drilling

Global floater recovery still restrained, but multi-year tenders emerging

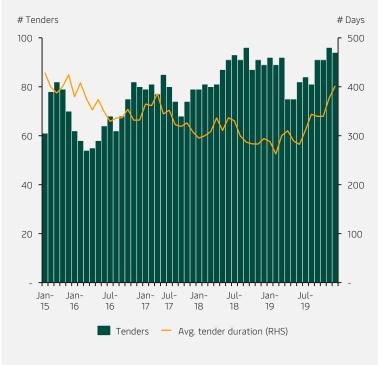
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North Sea jack-up market tightening, while floater market still constrained



North Sea jack-ups, Norway

- Tight demand and supply balance with marketed utilisation of 100% throughout 2019
- Day rate level for CJ70 rigs between USD 275-330k in 2019
- Significant number of discoveries under evaluation
- Declining average size of discoveries, many expected to be developed via tie-in solutions to existing infrastructure
- Most opportunities with commencement in 2021
- Limited rig availability



Other North Sea jack-ups (Denmark, Netherlands and UK)

- Marketed utilisation above 90% during Q4 and average of 87% through year
- Day rate levels for high-specification rigs increased to above USD 100k
- Several opportunities with both short-and long term duration primarily with commencement in second half of 2020 or 2021



International floaters

- Marketed utilisation averaged 79% in 2019
- Forward contract coverage remains low
- Day rates in the floater segment continued to gradually improve during 2019 and appear to have stabilised at levels above USD 200k per day compared with USD 150–180k per day in the beginning of the year
- More tenders and pretenders for multi-year drilling campaigns were issued in 2019



Investor Presentation

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Significant scrapping-activity over the past years

Jack-up delivery⁽¹⁾ and attrition⁽²⁾, quarterly

Rigs 15 10 5 -5 -10 -15 -20 14Q1 14Q2 14Q3 14Q4 15Q1 15Q2 15Q3 15Q4 16Q1 1702 1703 1704 1801 1802 1803 1804 1901 1902 1903 1904 17.01 New deliveries Attrition + Net addition

Floater delivery⁽¹⁾ and attrition⁽²⁾, quarterly



(1) Rig deliveries defined as units that have not previously existed as a drilling rig of the same type. (2) Attrition includes all rigs that are deemed to be permanently removed from active drilling service, excluding rigs that have been removed as a result of an accident Source: IHS Markit – RigPoint



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Maersk Drilling is trading on the Nasdaq Copenhagen Stock Exchange under the ticker, DRLCO