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All non-GAAP financial measure reconciliations to the most comparative GAAP measure are displayed in quantitative schedules on the company's website at: <a href="www.vantagedrilling.com">www.vantagedrilling.com</a>.

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## **Presentation Topics**





### Vantage Post Chapter-11

- Emerged as Vantage Drilling International in February 2016
- Emerged with Strong Balance sheet:
  - \$249 million Cash on Balance sheet
  - \$219M in 1st and 2nd Lien Debt\*
- Strong Safety and Operational reputation
- 3 Rigs contracted going down to 2

<sup>\*</sup> Plus Convertible 3<sup>rd</sup> Lien debt stapled to VDI shares, 1% PIK for 4 years, Step-up to 12% PIK after, maturity 2030, converts prior to Feb 10<sup>th</sup>, 2019 upon certain conversation events. Please visit our public filings for details



# Vantage 2.0

- New CEO, New CFO, New GC, New VP Marketing and VP HR...
  but same Operations Team
- Refocused the company on three Wildly Important Goals (WIGs)
  - #1 Stellar safety and operational performance
  - #2 Put all Rigs back to work
  - #3 Reduce costs and preserve cash to navigate the downturn

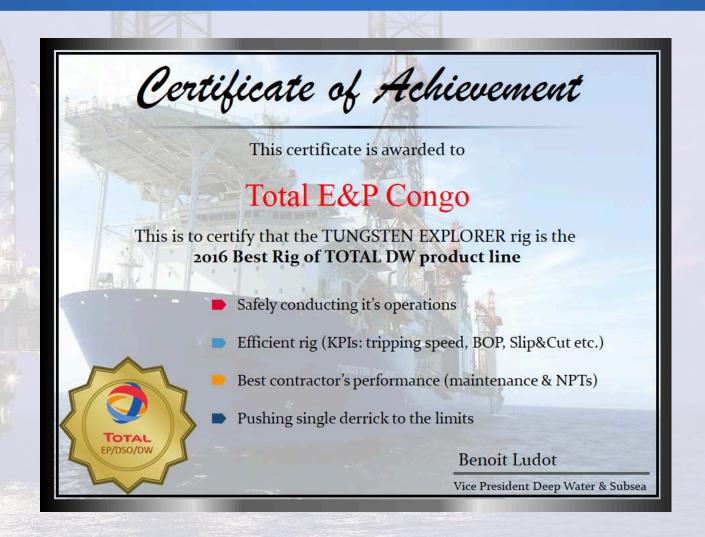


### WIG #1 – Steller Safety and Operational Performance

- Fleet-wide Safety Stand Down on CEO's 1st day on the job
- Outcome:
  - A new Safety-focused Vision: "A Perfect Day, Every Day"
    - No Incident
    - No Downtime
    - A Happy Client
  - Perfect Day Leadership training for offshore Supervisors
  - Systems Simplification
- Results:
  - Excellent Safety Performance with only 1 LTI since mid-2016
  - TOTAL Deepwater Rig of the Year Tungsten Explorer



# Total Deepwater Rig of the Year





### WIG #2 – Put <u>all</u> our rigs back to work

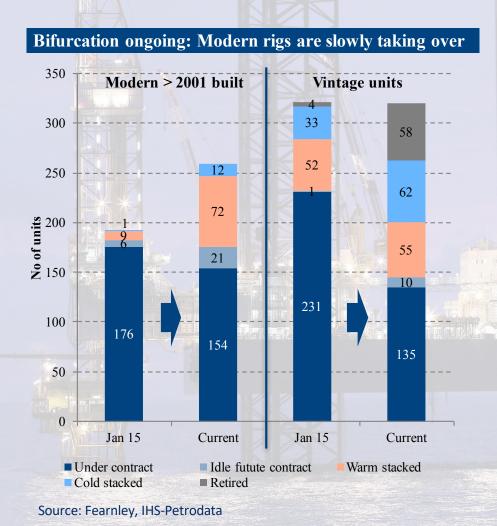
#### Driven by Clients' preference ranking:

- 1. Active rigs
- 2. Recently idled rigs
- 3. Warm stacked rigs
- 4. New rigs yet to Drill any wells
- 5. Cold stacked rigs
- 6. New Builds yet to be ordered





# Jackups Utilization Bifurcation



Clients' preference for Modern Jackups:

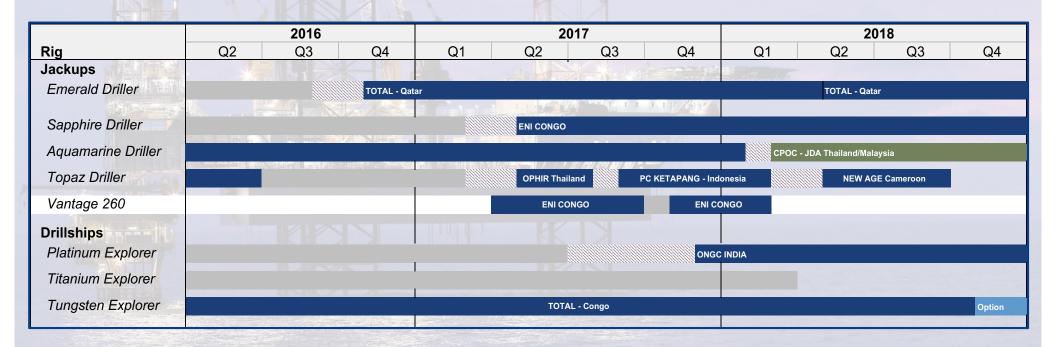
- Superior drilling performance
  - Offline stand building capabilities
  - 3 x high flow mud pumps
  - Larger cantilever capacity (reach & load)
  - Larger hoisting capacity
- Better logistics
  - Bigger deck space and higher Variable
    Deck Load
  - Ability to move and jack up in greater weather ranges
  - Ability to jack up with full preload, cutting moving time and client cost
- Bigger and better accommodation



# WIG #2 – Put <u>all</u> our rigs back to work

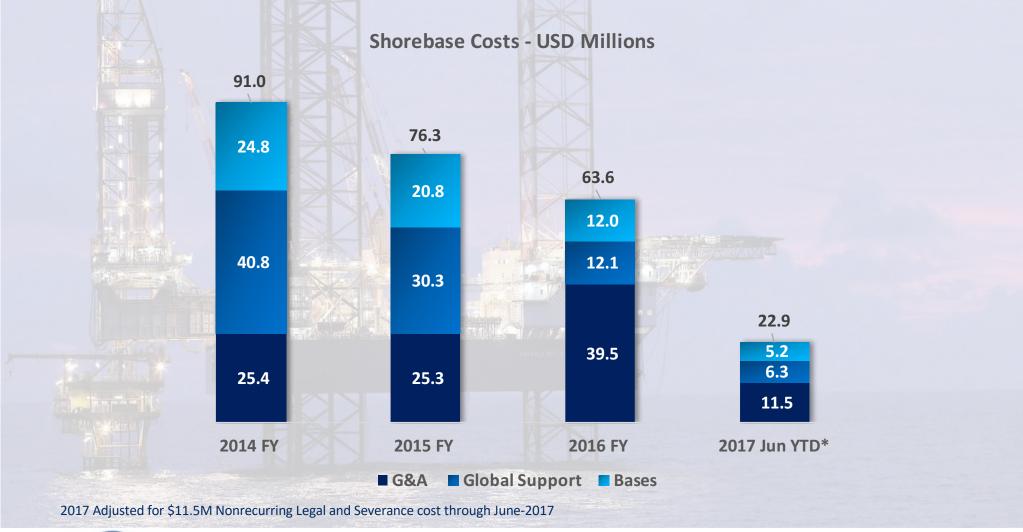
#### Sold out Jackups fleet, one Drillship to go

- Jackups Utilization at 100% and Drillships at 67% at YE 2017
- All contracted rigs with positive cash flow margins





### WIG #3 — Reduce Costs and Preserve Cash





### Where are the cost reductions

- Fit-for-Purpose Shore-based organization Smaller and move to Dubai
- Offshore wages doubled from 2007 to 2012... Now they've been readjusted
- Nationalization and Regionalization of senior Offshore positions
- Lowered wages allowed for healthy manning levels of the stacked rigs:
  - Platinum Explorer, Sapphire Driller and Topaz Driller reactivated for less than \$25M
    combined in 2017
- Supply Chain playing a significant role







# Vantage Way Forward

- Company Structure and Assets well positioned for the long-haul
  - Low Cost Structure
  - Working rigs
  - All Contracted rigs on positive cash flow margins
  - Healthy Balance sheet
- Continued operational focus:
  - Drive for Zero incidents and downtime
  - Re-contract rigs and start Dayrate increase efforts
  - Maintain the strong Balance sheet and low cost structure
- Investigate strategic options including Refinancing, M&A, IPO and rig acquisitions

