



DIAMOND
OFFSHORE

Investor Update
May 2023



● Disclaimer

The statements in this presentation that are not historical facts, including statements regarding future performance, are forward-looking statements within the meaning of the federal securities laws. Forward-looking statements are inherently uncertain and subject to a variety of assumptions, risks and uncertainties that could cause actual results to differ materially from those currently anticipated or expected by management of Diamond Offshore Drilling, Inc. (the “Company”). These risks and uncertainties include, among others, risks associated with worldwide demand for drilling services, level of activity in the oil and gas industry, renewing or replacing expired or terminated contracts, contract cancellations and terminations, maintenance and realization of backlog, impairments and retirements, operating risks, regulatory initiatives and compliance with governmental regulations, litigation, rig reactivations, and various other factors, many of which are beyond the Company’s control. A discussion of the risk factors and other considerations that could materially impact the Company’s overall business and financial performance can be found in the Company’s reports filed with the Securities and Exchange Commission (the “SEC”) and readers of this report are urged to review these reports carefully. Given these risk factors, investors and analysts should not place undue reliance on forward-looking statements. Each forward-looking statement speaks only as of the date of such statement, and the Company expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statement to reflect any change in the Company’s expectations with regard thereto or any change in events, conditions or circumstances on which any forward-looking statement is based.

The Company uses non-generally accepted accounting principles (“non-GAAP”) financial measures in this presentation. Generally, a non-GAAP financial measure is a numerical measure of a company’s performance, financial position or cash flows that excludes or includes amounts that are not normally excluded or included in the most directly comparable measure calculated and presented in accordance with GAAP. Management believes that an analysis of this data is meaningful to investors because it provides insight with respect to ongoing operating results of the Company and allows investors to better evaluate the financial results of the Company. Non-GAAP financial measures should be considered to be a supplement to, and not as a substitute for, or superior to, financial measures prepared in accordance with GAAP.

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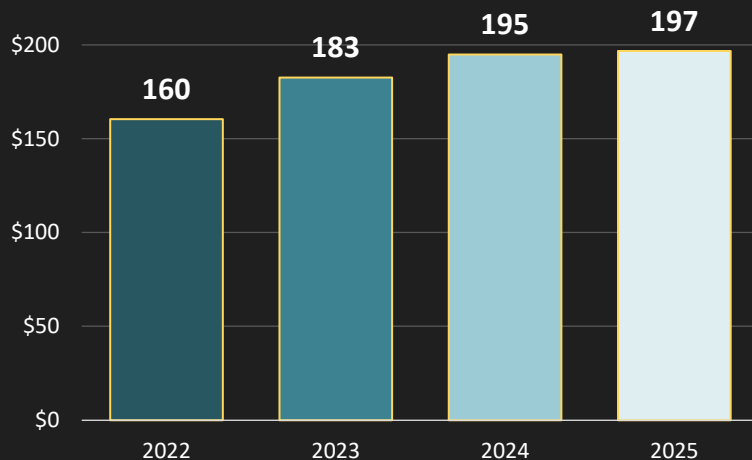
Market Fundamentals



● Energy Poised for Multi-Year Upcycle

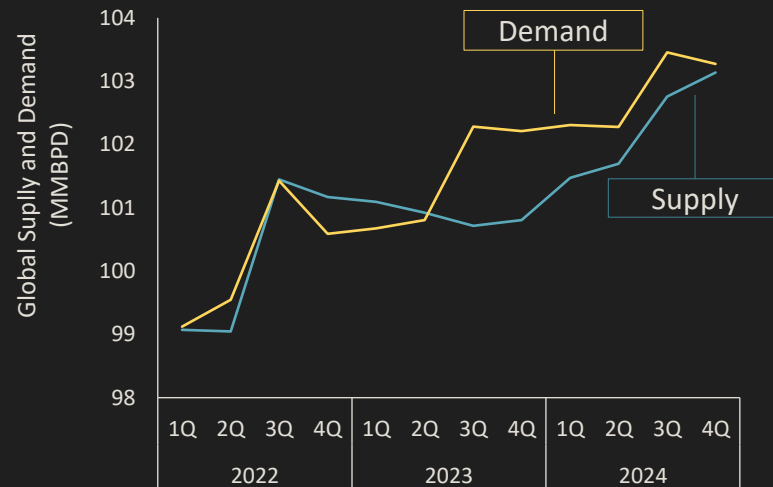
Offshore E&P Capex increasing through '25 with oil supply deficit 2H '23 through '24

Offshore E&P Capital Expenditure (\$B)



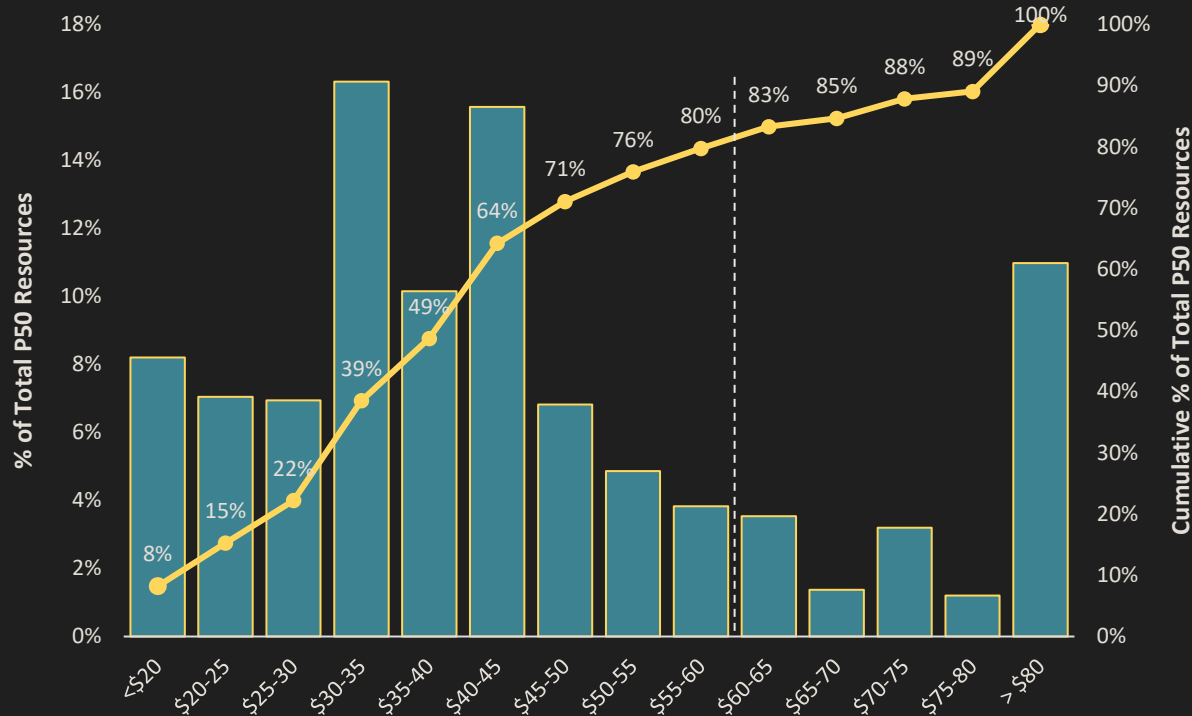
Source: Rystad Energy - CAPEX includes brownfield and greenfield development, exploration activity

Oil Supply / Demand



Source: IEA, OPEC, JODI, Kayrros, Woodmac, ICIS, SCI, EIA, National sources, Goldman Sachs Global Investment Research

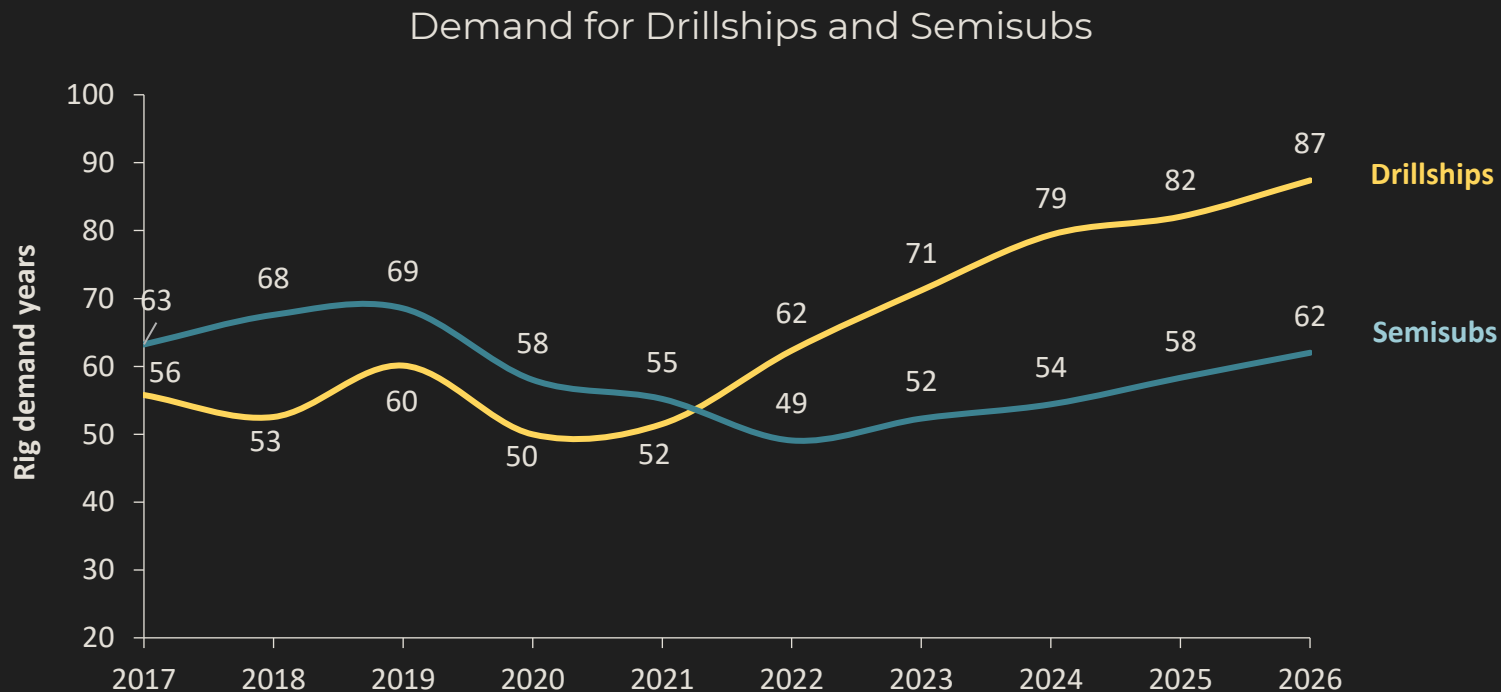
- Over 80% of offshore projects economical at \$60 oil



Note: P50 Resources are such offshore resources where there is at least a 50% probability that the quantities actually recovered will equal or exceed the best estimate

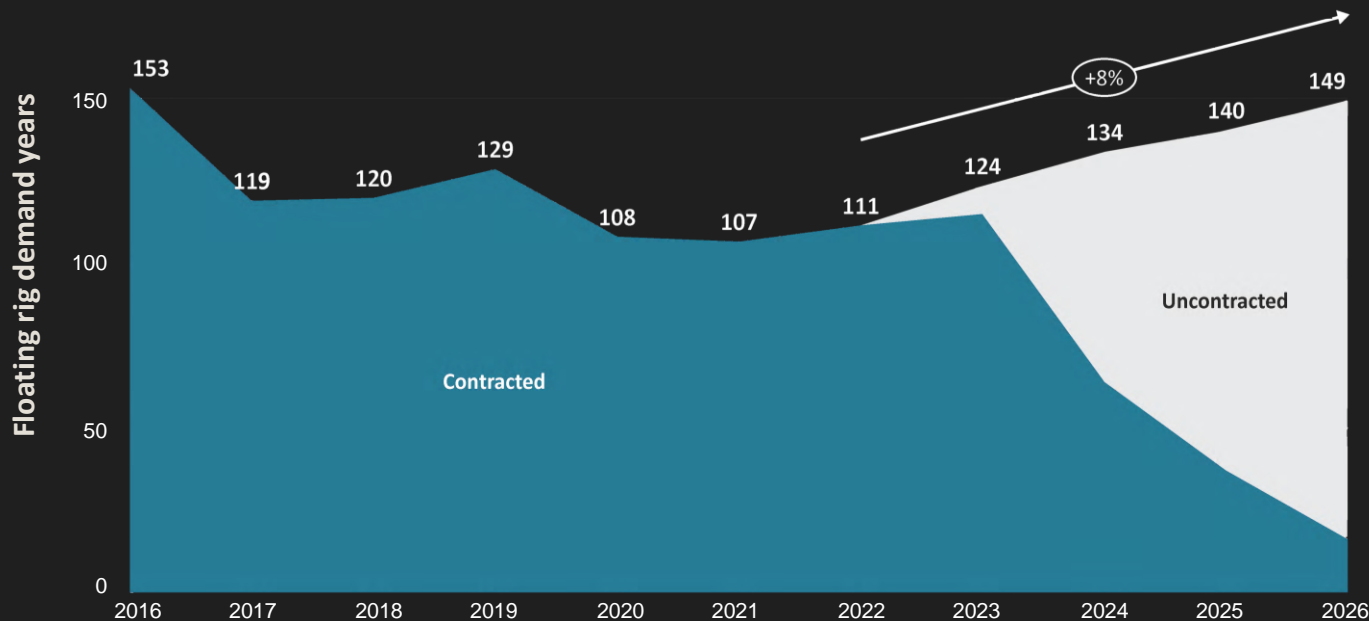
Source: Rystad

● Drillship and Semisubmersible Demand Increasing



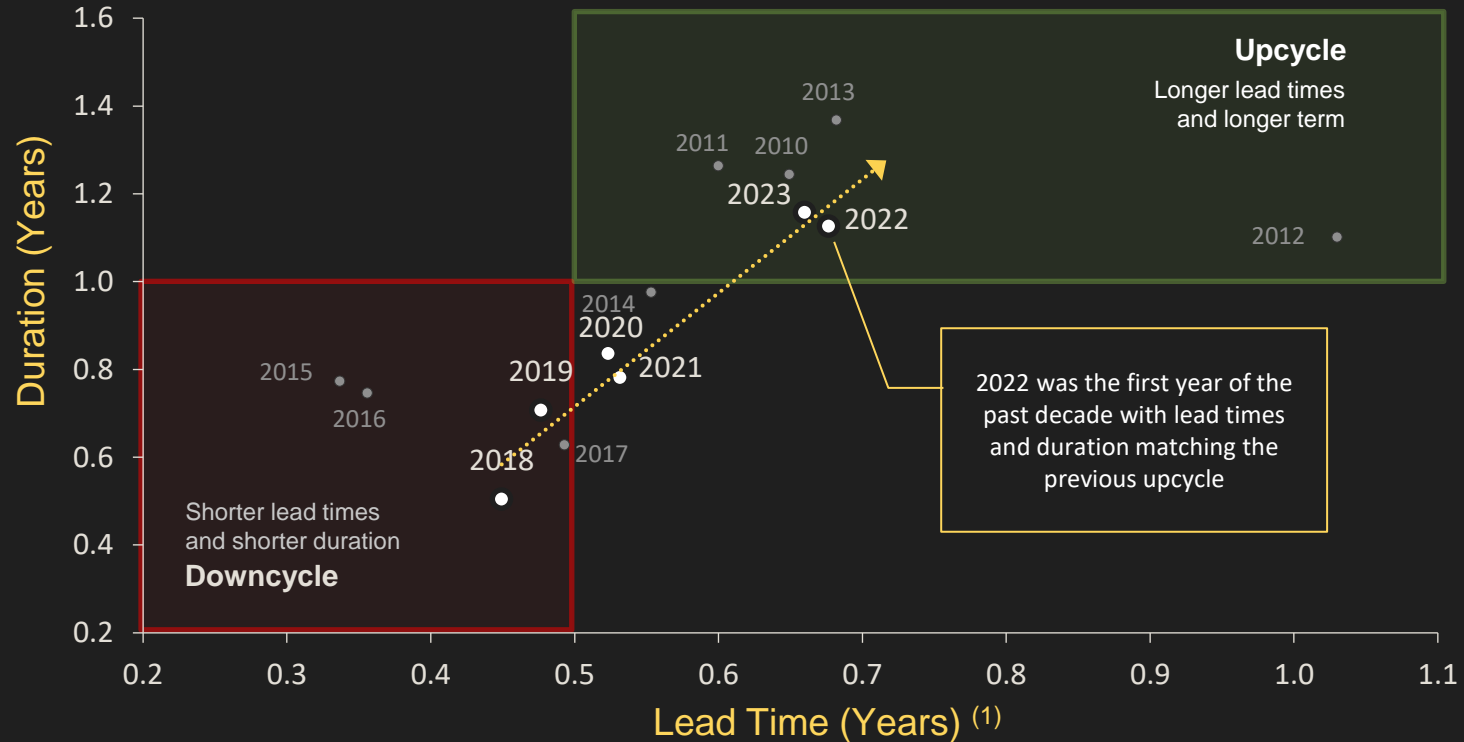
● Drillship and Semisubmersible Demand Increasing

○ Floater demand forecasted to grow by 8% per year through 2026



Source: Rystad

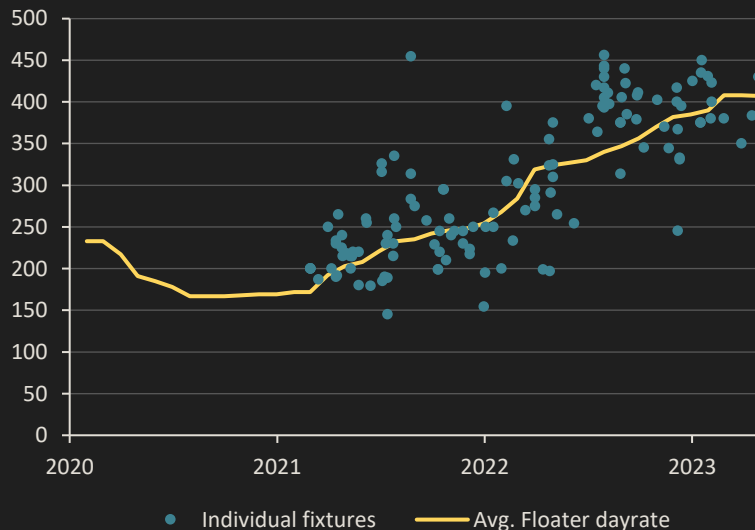
● Contract Lead Time and Duration Return to Upcycle Levels



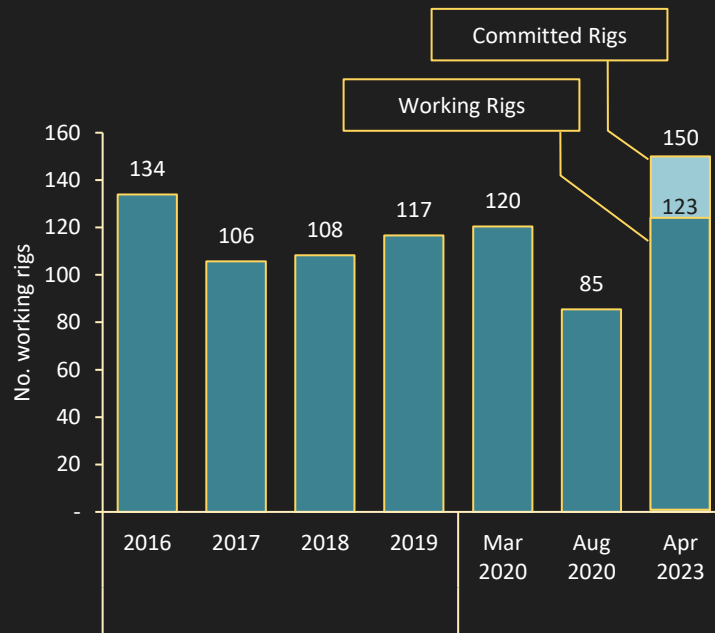
1) Represents time from contract execution to contract commencement

● Drillship Dayrates and Floater Demand Increasing

Drillship Rates Continue to Rebound From Cyclical Lows



Committed Floaters Now Exceed 2016 Levels



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Diamond Offshore

Investment Highlights and
Financial Profile



● Key Investment Highlights

Recovery in Offshore Drilling

Taking advantage of continued market recovery to deliver meaningful cashflow improvement across geo-diverse operating theaters

Proven Track Record

Recent wins totaling \$212 million in backlog reflect strong customer relationships, operational excellence and safety performance

Repricing Opportunities

Significant repricing opportunities for 1 BlackShip and 2 semis over the next twelve months

Capital Allocation Favors Offshore

Deepwater economics and lower carbon intensity drive capital allocation toward offshore drilling

High Quality Fleet

Most technically capable drillship fleet with a rig portfolio of high spec 7G UDW drillships and semis levered to the best markets and demand dynamics

Optionality

Backlog build at leading-edge rates strengthens Diamond as a standalone platform, while potentially enabling an acquisition or consolidation

● Diamond Offshore Contract Coverage

Solid near-term contract coverage with upside exposure in 2023/2024 and beyond

Rig Name	Type	Client	Location	2Q 23	3Q 23	4Q 23	1Q 24	2Q 24	3Q 24	4Q 24	1Q 25	2Q 25
BlackLion	Drillship	bp	US GOM									
BlackHornet	Drillship	bp	US GOM									
BlackHawk	Drillship	Woodside/Oxy	Sen/USGOM		Shipyards, moe						Priced Option	→ 4Q 25
BlackRhino	Drillship	Woodside	Senegal									
Endeavor	HE Moored Semi	Shell	UK									
Patriot	HE Moored Semi	Apache/Repsol	UK									
Apex	HE Moored Semi	Multiple	Australia	Shipyards, moe								
Courage	DP Semi	Petrobras	Brazil		Shipyards							→ 4Q 27
GreatWhite	HE DP/Moored Semi	bp	UK						Priced Options			
Auriga ⁽³⁾	Drillship	bp	US GOM									
Vela ⁽³⁾	Drillship	bp/BOE	US GOM						Priced Options			
Onyx	HE Moored Semi	Stacked	Malaysia									
Valiant	HE Moored Semi	Stacked	UK									
Monarch	HE Moored Semi	Held for sale	Malaysia									

Backlog ~ \$1.8B^{(1),(2)}

Note: HE = Harsh Environment. DP = Dynamically Positioned.

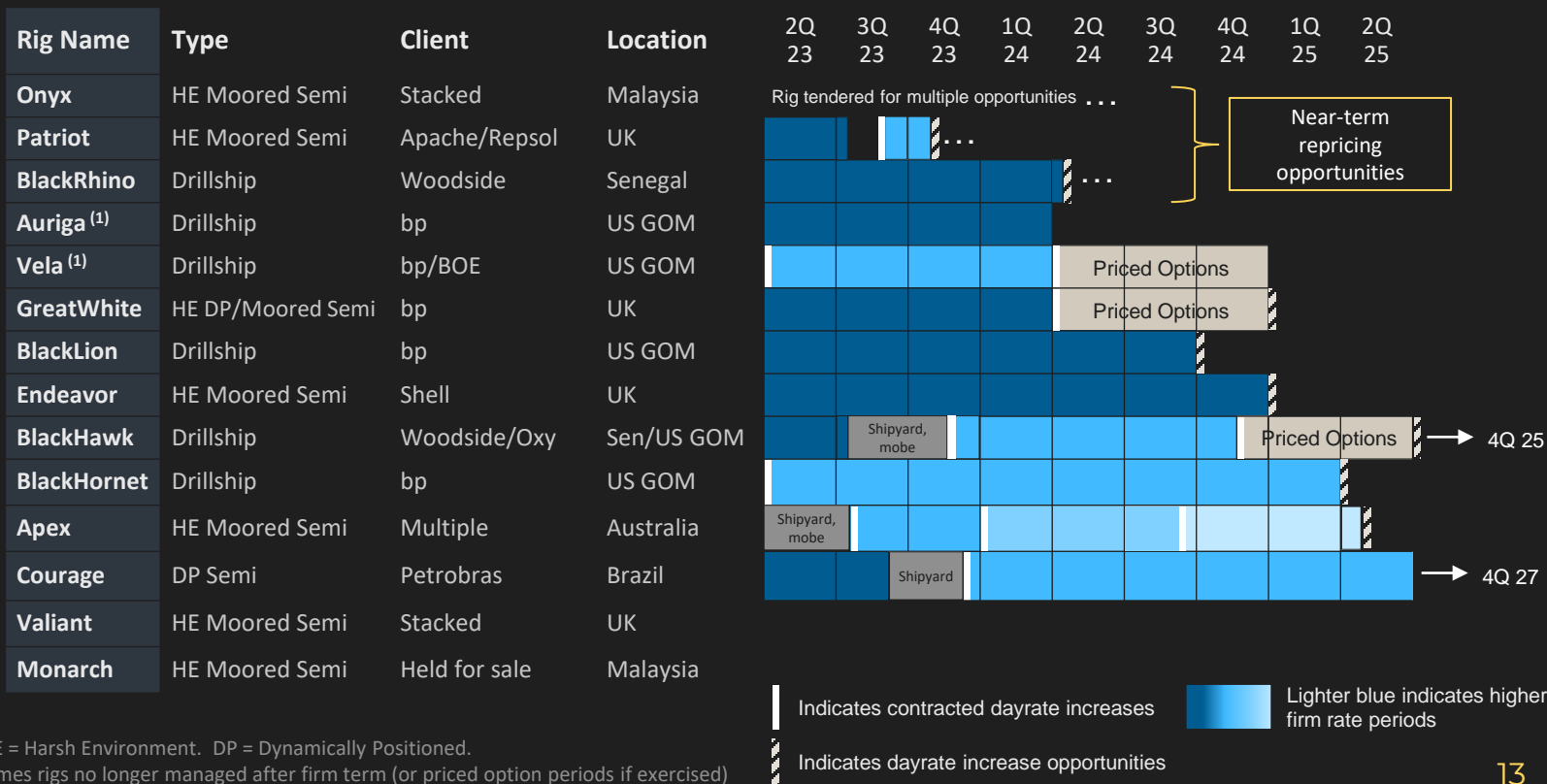
(1) As of April 1, 2023 plus contracts announced May 8, 2023

(2) Does not include priced options on the Ocean BlackRhino, Ocean BlackHawk, Ocean GreatWhite and Vela.

(3) Assumes rigs no longer managed after firm term (or priced option periods if exercised).

● Dayrate Progression and Repricing Opportunities

~50% of fleet with backlog contracted at current market rates and significant upside potential for further increase in rates in '23 and '24



Illustrative Value Drivers

Key asset classes	Highlights	Hypothetical Day Rates (\$000s Per Day)	Illustrative Annual Rig EBITDA potential (\$M) ⁽²⁾
4x 7th gen. UDW Drillships	<ul style="list-style-type: none"> ➤ Best-in-class UDW Drillships ➤ Attractive availability windows ➤ Fully contracted since delivery 	\$400-\$475	\$336m - \$418m
4x HE Semis ¹	<ul style="list-style-type: none"> ➤ Supply side drastically changed ➤ Typically follows tightening UDW market ➤ Cost and emission friendly 	\$170-\$350	\$121m – \$196m
1x Benign DP Semi	<ul style="list-style-type: none"> ➤ Brazil awarded multiple rigs for 2023+ ➤ Committed into 2027 ➤ Low Opex with fully nationalized crews 	\$275-\$325	\$35m – \$46m
1x HE DP Semi	<ul style="list-style-type: none"> ➤ Unique asset built for ultra harsh opportunities ➤ Contract commenced Q1 '23 	\$250-\$400	\$45m – \$88m
Approximate G&A and Indirect Costs ⁽³⁾			\$537m – \$748m (\$125m) – (\$135m)
Illustrative EBITDA Potential			\$412m – \$613m
Additional Cash Payments ⁽⁴⁾			(\$165m) – (\$210m)
Illustrative Free-Cash Flow Potential			\$247m – \$403m

(1) 2 x stacked moored semis and managed units not included in EBITDA calculation
(2) Assumes 95% utilization for drillships and 85% for semis
(3) Includes SG&A, shorebase and indirect costs
(4) Includes average annual capex, taxes, interest and BOP Lease payments

● Key Financial Data and Guidance (\$Millions)⁽¹⁾

Significant Increase in Revenue and EBITDA Expected in 2023

	2023E	2023E Split	
		Drillships	Semis
Total Revenue²	\$950 – \$990	69%	31%
Adjusted EBITDA^{3,4}	\$160 – \$180	65%	35%
CAPEX⁴	\$120 – \$135		

1) As of May 8, 2023

2) Includes revenue associated with managed rig contracts, excludes reimbursable revenue

3) Non-GAAP, excludes asset sales and impairments

4) CAPEX updated to reflect provision of MPD system as part of new BlackHawk contract

Balance Sheet – Solid Liquidity

Debt Obligations (31-Mar-2023)	Coupon	Maturity	Drawn Amount	Facility Size
Revolving Credit Facility ⁽¹⁾	LIBOR + 4.250 %	Apr-26	162	400
Term Loan Credit Facility	LIBOR + 6.000 %	Apr-27	100	100
First Lien Notes	9.000 %	Apr-27	85	125
Total			347	625
(-) Cash ⁽²⁾			(19)	
Net Debt			\$ 328	
Liquidity⁽³⁾			\$ 280	
Annualized BOP Lease Payments (through mid-2026)				\$26 million
BOP Lease Buyout		Due 2026	Up To \$85 million	

Share Count Build (31-Mar-2023)	Number of RSUs and RS (mm)	Number of Warrants (mm)	Strike Price	Shares (mm)
Common Stock	NA	NA	NA	101.4
Emergence Warrants	NA	7.5	\$ 29.22	NA
Long Term Incentive Equity (Unvested)	4.5	NA	NA	4.5
Potential Diluted Shares Outstanding				105.9

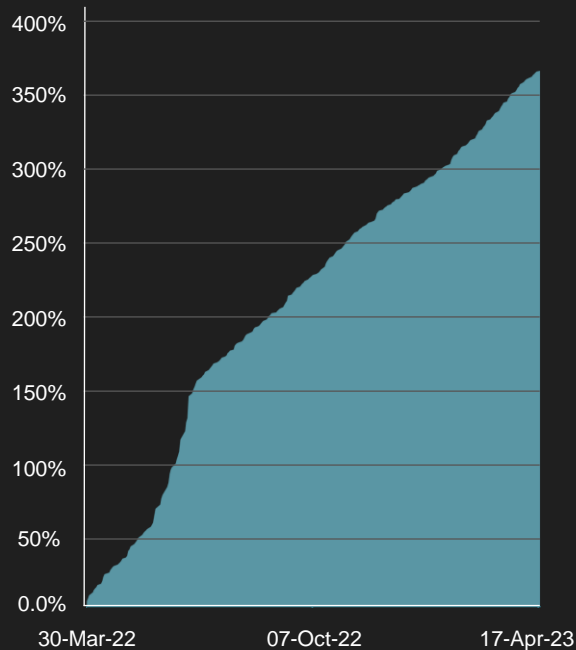
1) Includes drawn and PIK amounts

2) Excludes restricted cash

3) Includes LCs issued under Revolving Credit Facility

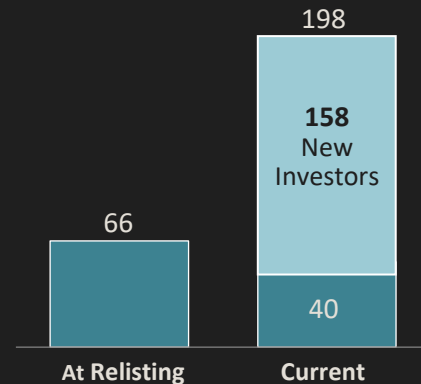
Good Trading Liquidity Since Relisting

Cumulative Shares Traded as % of Float

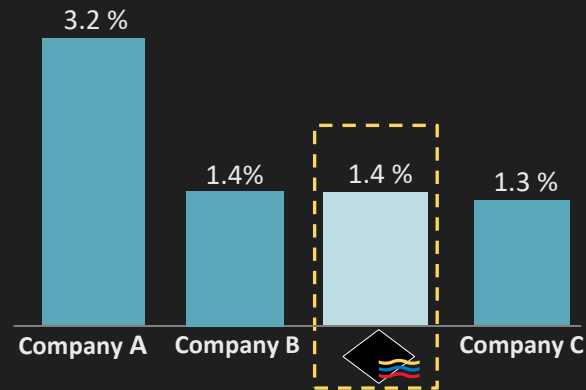


Source: Bloomberg, Capital IQ, Thomson Reuters; market data as of 21-Feb-2023. Note: Diamond commenced trading on 30-Mar-2022; assumes 100.5mm shares of DO float.

Number of Institutional Investors



Average Daily Trading Volume as % of Float



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Innovation and ESG

Responsibly Unlocking Energy

VESSEL MODE



DRILLING



NON-DRILLING



TRANSIT

TIME COMPOS

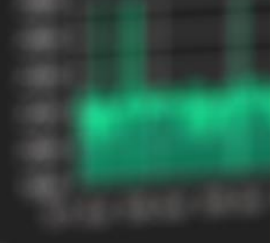


GENERAL STATISTICS

DRILLING TIME



NON-DRILLING TIME

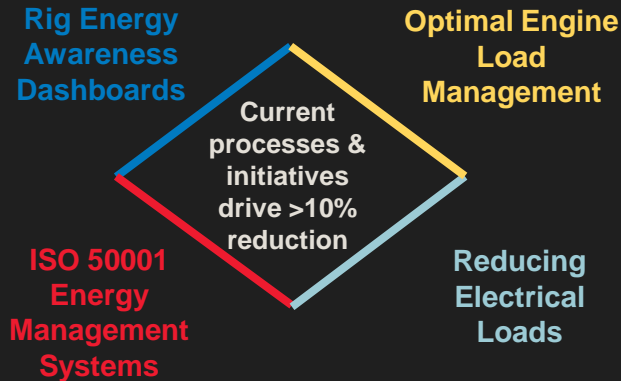


TRANSIT TIME



Our Commitment to ESG

GHG Emission Reduction Actions



Governance Alignment

- Independent Board of Directors
- CEO and executive leadership team compensation tied to ESG performance
- Continuous focus on enterprise risk and barrier management

Our Safety Commitment



Recently received Best Safety Performance Awards from IADC North Sea Chapter in two categories.

Key ESG Initiatives



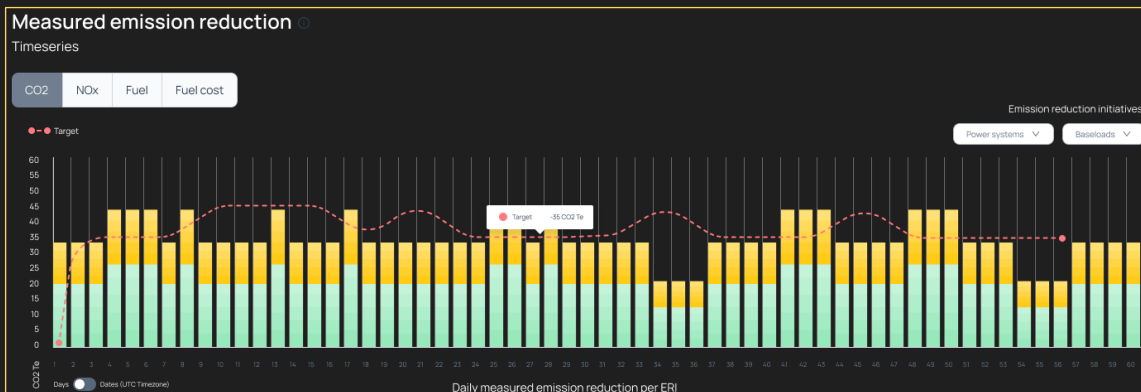
Energy Management System based on ISO 50001 being implemented on select rigs to help reduce carbon footprint.



Implementing real-time data and SaaS-enabled continuous improvement platform on 3 rigs

● Taking the next step on the emissions journey

Real-time data and SaaS-enabled continuous improvement platform
live on Ocean GreatWhite



- Measures emissions data in real time
- Will roll out to additional rigs in 2023
- Adopting ISO 50001 framework for the future



ISO 50001
ENERGY MANAGEMENT

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Fleet Specifications



● Diamond Fleet Overview - Drillships

BlackLion



BlackHornet



BlackHawk




BlackRhino




Specifications	
Metric	Value
Design	GustoMSC P10000
Water Depth (ft)	12,000
Drilling Depth (ft)	40,000
Build / Refurbish Year	2015
Dual BOP	✓
Dual Derrick	✓
2.5mm Hookload	✓
MPD	✓

Contract Status			
Location	Start Date	End Date	Operator

US GOM	Sep-20	3Q 2024	
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Specifications	
Metric	Value
Design	GustoMSC P10000
Water Depth (ft)	12,000
Drilling Depth (ft)	40,000
Build / Refurbish Year	2014
Dual BOP	✓
Dual Derrick	✓
2.5mm Hookload	✓
MPD	✓

Contract Status			
Location	Start Date	End Date	Operator

US GOM	Feb-20	1Q 2025	
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Specifications	
Metric	Value
Design	GustoMSC P10000
Water Depth (ft)	12,000
Drilling Depth (ft)	40,000
Build / Refurbish Year	2014
Dual BOP	✓
Dual Derrick	✓
2.5mm Hookload	✓
MPD	✓

Contract Status			
Location	Start Date	End Date	Operator

Senegal	Jul-22	2Q 2023	
US GOM	4Q 2023	4Q 2024	

Specifications	
Metric	Value
Design	GustoMSC P10000
Water Depth (ft)	12,000
Drilling Depth (ft)	40,000
Build / Refurbish Year	2014
Dual BOP	✓
Dual Derrick	✓
2.5mm Hookload	✓
MPD	✓

Contract Status			
Location	Start Date	End Date	Operator

Senegal	Jul-21	2Q 2024	
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● Diamond Fleet Overview – DP Semisubmersible

GreatWhite



Specifications

Metric	Value
Design	Moss Maritime CS-60 (DP & Moored)
Water Depth (ft)	10,000
Drilling Depth (ft)	35,000
Build / Refurbish Year	2016
2.5mm Hookload	✓

Contract Status

Location	Start Date	End Date	Operator
UK	Mar-23	1Q 2024	Ex

Courage



Specifications

Metric	Value
Design	Friede & Goldman ExD
Water Depth (ft)	10,000
Drilling Depth (ft)	40,000
Build / Refurbish Year	2009
MPD	✓

Contract Status

Location	Start Date	End Date	Operator
Brazil	Jun-21	3Q 2023	BR PETROBRAS
Brazil	4Q 2023	4Q 2027	BR PETROBRAS

● Diamond Fleet Overview – Moored Semisubmersible

Endeavor



Patriot



Valiant



Specifications	
Metric	Value
Design	ODECO Ocean Victory Enhanced
Water Depth (ft)	10,000
Drilling Depth (ft)	35,000
Build / Refurbish Year	2007

Specifications	
Metric	Value
Design	Trosvik Bingo 3000
Water Depth (ft)	3,000
Drilling Depth (ft)	20,000
Build / Refurbish Year	1983

Specifications	
Metric	Value
Design	ODECO Ocean Odyssey
Water Depth (ft)	6,000
Drilling Depth (ft)	30,000
Build / Refurbish Year	1988

Contract Status			
Location	Start Date	End Date	Operator
UK	May-19	4Q 2024	

Contract Status			
Location	Start Date	End Date	Operator
UK	Jun-21	Jul-23	
UK	Sep-23	4Q 2023	

Contract Status			
Location	Start Date	End Date	Operator
Stacked	NA	NA	

● Diamond Fleet Overview – Moored Semisubmersible

Apex



Onyx





Monarch



Specifications

Metric	Value
Design	ODECO Ocean Victory Enhanced (Moored)
Water Depth (ft)	6,000
Drilling Depth (ft)	30,000
Build / Refurbish Year	2014

Contract Status

Location	Start Date	End Date	Operator
Australia	Jun-22	4Q 2023 ¹	
Australia	4Q 2023	4Q 2023	
Australia	1Q 2024	3Q 2024	INPEX
Australia	3Q 2024	2Q 2025	Santos

Specifications

Metric	Value
Design	ODECO Ocean Victory (Moored)
Water Depth (ft)	6,000
Drilling Depth (ft)	30,000
Build / Refurbish Year	2014

Contract Status

Location	Start Date	End Date	Operator
Stacked	NA	NA	

Specifications

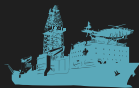
Metric	Value
Design	ODECO Ocean Victory Enhanced (Moored)
Water Depth (ft)	10,000
Drilling Depth (ft)	35,000
Build / Refurbish Year	2008

Contract Status

Location	Start Date	End Date	Operator
Held for sale	NA	NA	

1) Includes est. 105-day shipyard period starting Apr. 2023

● Diamond Offshore Value Proposition



Profitable Growth

- Recent contract wins at improving dayrates drive EBITDA and cashflow growth
- Favorable repricing opportunities with contract renewals in 2023 and 2024



Investment Focus

- Diamond trades at discount to peers on forward EBITDA multiples
- Stock widely held with good liquidity



Optionality

- Diamond's financial position provides flexibility as a standalone platform
- Scale and backlog provide foundation for potential consolidation

The Diamond Difference™



● www.diamondoffshore.com

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