

**H&P AND KCA DEUTAG:
ONE TEAM.
ONE JOURNEY.**



> RESOURCE GUIDE

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WE ARE H&P

EXPECT EXCELLENCE.

**We Perform Efficiently. We Execute Safely.
We Deliver Better Drilling Outcomes.**

H&P has been a leader in drilling productivity, reliability and technological innovation since 1920. Over the years, we have become a trusted partner to our customers by continually pushing boundaries across our drilling operations and technology.

KCA Deutag, formed by a merger between KCA Drilling and Deutag AG in 2001, likewise has a storied history, with over 135 years of experience as a leading drilling, engineering and technology partner in global energy markets.

Together, we deliver differentiated outcomes, with an expanded global footprint in onshore and offshore drilling solutions, enhanced engineering capabilities, operational excellence, experienced people and a strong culture.

By joining forces, we're not just expanding our global footprint. We're broadening our horizons and capabilities in ways that will drive innovation and growth for years to come.

As a global leader that brings together the most experienced people in the industry, we focus on being the highest performing drilling solutions company in the world. Watch [this video](#) to learn more about what differentiates H&P.

AS A COMBINED COMPANY, H&P:



Is an **innovator in technology and engineering**, with a commitment to revolutionary manufacturing and cutting-edge technology



Is the **premier global land driller**, with exposure to the most durable basins



Operates valuable, **offshore O&M contracting services**, with established expertise

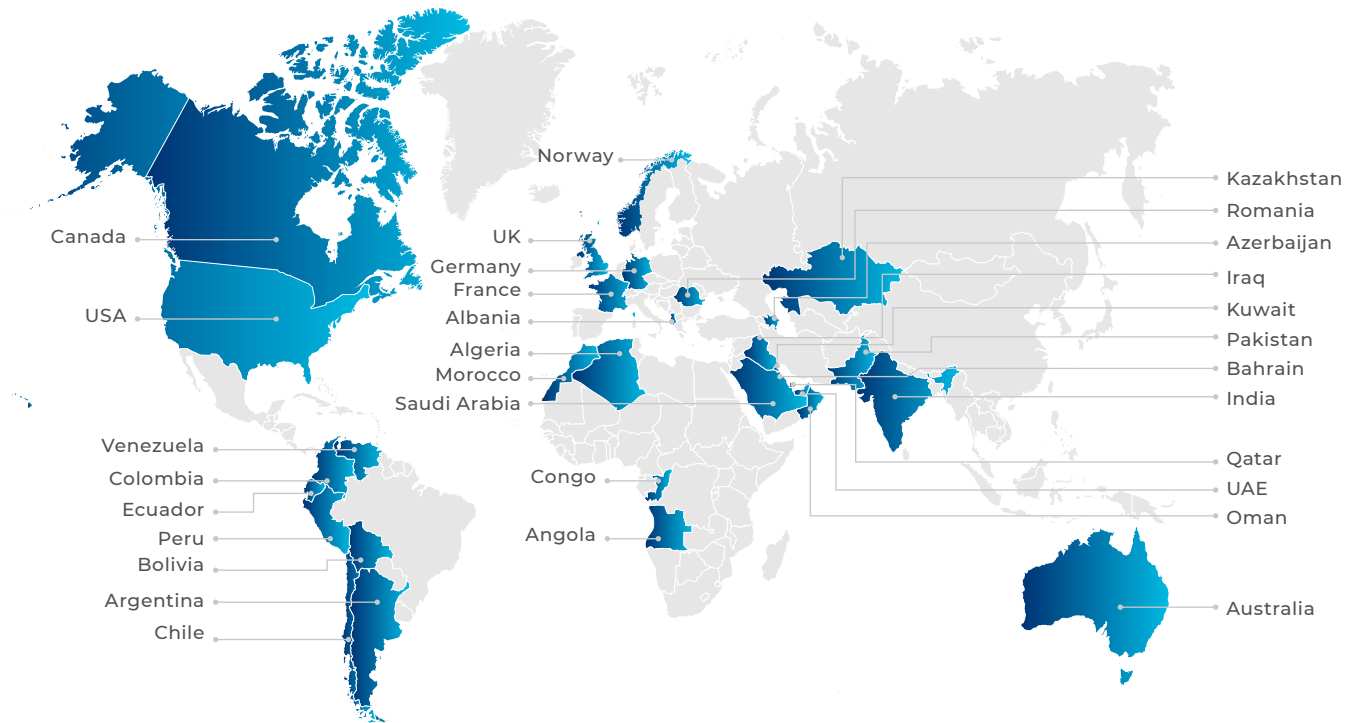


Fosters a **culture focused on our people, customers and communities**, with a commitment to safety, continuous improvement and customer-centricity

WE ARE H&P. EXPECT EXCELLENCE.

OUR ENHANCED GEOGRAPHICAL FOOTPRINT

Our combined **18,000+** employees work together across **~30** countries around the world.



OUR SHARED VALUES

Our values have a lot of overlap, underscoring our common foundation. In the coming weeks and months, our leadership team will formalize and announce refreshed values for H&P, incorporating elements of KCA Deutag’s legacy core values.

H&P: DO THE RIGHT THING

- › Actively C.A.R.E.®
- › Service Attitude
- › Innovative Spirit
- › Teamwork
- › Do the Right Thing



KCA DEUTAG: WE CARE

- ✓ Focused on Safety and Wellbeing of Employees
- ✓ Customer-Centric Approach
- ✓ Sustainability Commitment
- ✓ Operational and Financial Excellence
- › Wellbeing
- › Excellence
- › Customer Centricity
- › Agility
- › Returns
- › Energy Transition

OUR CULTURE

We are passionate about being a company where our employees are empowered to do their best work, build strong, fulfilling careers and propel H&P's industry leadership in delivering responsible and efficient energy. H&P has always placed a strong emphasis on culture, and this will continue at our combined company.

Leading up to close, we conducted a cultural assessment, which we are using to ensure we build a culture we are proud of. Each of us will experience a unique journey. At H&P, we will celebrate these journeys and provide the tools you need to succeed.

This includes an inclusive and compassionate environment that welcomes feedback and encourages authenticity. Stay tuned for more on upcoming initiatives in the coming weeks and months.

In the meantime, you can access past blog posts and videos on H&P employees' journeys on our [Journey](#) page. To submit your own story or nominate a colleague, you can email hpcommunication@hpinc.com or fill out the H&P Journey Submission form on My H&P Way.

WE ARE PROUD TO HAVE RECEIVED MANY AWARDS IN RECOGNITION OF OUR BEST-IN-CLASS CULTURE

H&P



North America Energy Capital Assembly Awards — **Oilfield Service Company of the Year**



Petroleum Alliance of Oklahoma — **Reat Medcalf Safety Award**

H&P'S ACTIVELY C.A.R.E.®
HSE PROGRAM



Energy Workforce & Technology Council Awards — **People & Culture**



TWO STRONG LEGACIES, ONE BRIGHT FUTURE





> 1920

Walt Helmerich II and Bill Payne form a partnership on an oil rig in Texas

> 1926

Achieves record profits from its well and moves its headquarters to Tulsa

> 1936

Makes strategic shift to contract drilling

> 1958

Expands internationally for the first time

> 1963

Listed on the New York Stock Exchange

> 1968

First offshore rig is built

> 1990s

Expands into deepwater operations

> 1998

Develops the first FlexRig® drilling rig

> 2015

Introduces Actively C.A.R.E.®

> 2017

Acquires MOTIVE Drilling Technologies and MagVAR, bolstering directional drilling capabilities

> 2018 - 2019

Acquires Angus Jamieson Consulting (AJC) and DrillScan, expanding software and engineering expertise



> 1888

Drilling company Heinrich Lapp founded in Germany (later renamed Deutsche Tiefbohr Aktiengesellschaft-Deutag)

> 1957

KCA (Keir Cawder Arrow) Drilling founded in Scotland

> 1960s

Deutag begins drilling in modern-day Morocco, Oman and Libya

> 1970s

Both KCA and Deutag begin work in the UK North Sea

> 1987

Deutag begins drilling the deepest well in Western Europe, setting a record

> 1990s

KCA acquires Nabor's European operations, and Deutag acquires Smevig's platform drilling activities in the UK

> 2001

KCA Deutag formed when Deutag is acquired by Abbot Group plc and merged with KCA

> 2004 - 2018

Makes several acquisitions, including Prosafe Drilling, RDS, Songa Drilling and Dalma Energy LLC, expanding leadership in the Middle East

> 2021

Launches new business unit, Kenera, focused on hydrocarbons and energy transition markets

> 2022 - 2024

Acquires Saipem onshore drilling, becoming the leading Middle East land driller

>> 2024 H&P acquires KCA Deutag

WHAT'S CHANGING, WHAT'S NOT CHANGING TODAY

As we come together to form one team, our priority is to create a positive transition and to maintain business continuity, so we all continue to deliver for our customers.

Most things are not changing today — please continue to fulfill your day-to-day roles and responsibilities as usual.

Over time, we expect to integrate most of our systems, processes and policies so we are operating cohesively, as one company. This integration will take time, and for now, many of our existing, separate systems, processes and policies remain in place.

The following pages outline what's important to know today, so that you are well-equipped with the information you need to continue with your day-to-day responsibilities.

Even as we complete the integration, some things won't change — like our commitment to operational excellence, our culture that prioritizes safety and customer-centricity, and our innovative spirit.



ORGANIZATIONAL STRUCTURE AND LEADERSHIP

The new company operating model is now in effect, and the executive leadership team (ELT), extended leadership group (XLG) and Country Managers have assumed their go-forward roles. These talented, experienced leaders come from both H&P and KCA Deutag. They are committed to advancing the improvement of lives through efficient and responsible energy, driving our success and supporting our employees' development.

Subsequent layers of leadership will be determined in the coming weeks. Unless you have already been notified, there is no change to your role, responsibilities, direct reports or supervisor at this time.

THE EXECUTIVE LEADERSHIP TEAM



JOHN LINDSAY

Chief Executive Officer



KEVIN VANN

Senior Vice President and Chief Financial Officer



CARA HAIR

Senior Vice President, Corporate Services, and Chief Legal and Compliance Officer



JOHN BELL

Senior Vice President, Integration Execution & Operations



SIMON DREW

Senior Vice President, Eastern Hemisphere Land



OLE MAIER

Senior Vice President, International Offshore



MIKE LENNOX

Senior Vice President, Americas Operations



REBECCA CLARKE

Senior Vice President, Kenera



TREY ADAMS

Senior Vice President, Global Commercial, Sales & Marketing



CHAY CHINSETHAGID

Senior Vice President, Global IT & FlexRig Engineering

HEADQUARTERS, FACILITIES AND TRAVEL

There are no changes to our facilities today. H&P's headquarters remains in Tulsa, Oklahoma, and our Aberdeen office will be a key office for H&P in Europe.

FACILITIES ACCESS

Employees should continue to use existing badges to access their usual company facility.

In the event that you need to enter a different H&P facility, including facilities across legacy H&P and KCA Deutag, please continue to follow the same processes to register.

INTERNATIONAL TRAVEL

As a reminder, all travel should be booked through approved company travel agents or booking agents. If you are traveling to a different H&P location, including legacy KCA Deutag locations, please remember to advise your local host as well as H&P Global Security of your travel plans so that the appropriate travel briefings and journey management advice may be given. For more information, please contact Kathryn Watson at Kathryn.Watson@hpinc.com.

HEALTH, SAFETY & ENVIRONMENT (HSE)

Your wellbeing and safety are our number one priority. Additionally, protecting the environment remains a key focus.

At this time of change we ask you to reflect upon the following to ensure you and your colleagues remain healthy and safe:

- › **Stay alert** – continue to focus on safe operations using the tools at your disposal to ensure risks are identified and managed
- › **Don't be distracted** – remain focused on the task in hand
- › **HSE is a collective responsibility** – look out for your colleagues and ensure everyone is following appropriate safety procedures and practices

We will continue to use our existing HSE tools and systems as we have done previously.

How we report incidents and manage emergency responses remains the same as before.

Please continue to adhere to all existing company policies, standards, procedures, etc. as they relate to HSE.

Legacy KCA Deutag Business Unit HSEQ Managers across the business will notify and liaise with the relevant HSE, security and environmental leaders at legacy H&P for any incidents or emergency response events. The specific legacy KCA Deutag team members who are responsible for these notifications have been informed of the relevant process updates.

Remember, if you are unsure or something is bothering you, speak up and seek help.

OUR BRAND

Our combined company will be called H&P, and we will continue to use the H&P logo. In the coming months, new H&P branding guidelines will be released. Until that time, please read the sections below for current guidance around each brand.

KCA DEUTAG

All KCA Deutag signage and branding will be replaced by H&P signage and branding. We aim to complete the majority of this within 90 days post-close. Specific guidance on what should be changed when, along with templates, will be issued in the coming weeks. This includes guidance on digital and physical signage as well as stationery and printed materials.

In the meantime, you may update your LinkedIn to reflect that you work for H&P.

Digital assets for our 'One Team. One Journey.' campaign may now be used and are available on [Kompas](#).

KENERA

Kenera will continue to be a standalone business unit. This strategy aligns with our commitment to future growth in this business segment, driven by our dedication to:

- ▶ Providing **independent third-party services globally**,
- ▶ Innovating **products and services for clean energy markets**, and
- ▶ Developing and manufacturing **equipment and engineering solutions** for oil and gas operations.

The integration into the larger H&P organization presents an opportunity to evaluate the Kenera brand and determine if adjustments are necessary to further expand our client base, align with our long-term strategy, and strengthen our multi-market positioning. This will be a priority in the coming months.

H&P

Existing H&P brand guidelines, such as colors, fonts and presentation templates should be continued to be used. New brand guidelines and materials will be released around 90 days from now. Please watch [My H&P Way](#) for the latest information.

SUSTAINABILITY

Next year's Sustainability Report will reflect our combined company footprint and objectives. For now, both legacy H&P and KCA Deutag will continue to follow their existing methods – i.e., all sustainability policies, procedures and processes.

For questions regarding H&P's sustainability efforts, please contact sustainability@hpinc.com.

INFORMATION TECHNOLOGY

The integration of our IT systems will occur over time.

WHAT'S CHANGING TODAY

Please note that the below changes may take 72-120 hours to fully sync and complete.

Outlook and Outlook Address Books

Outlook now treats all employees as part of the same organization, so you will no longer see the “external” label on messages. Outlook address books are updated with contact details of the combined H&P organization. You can access the full address book containing the combined H&P organization the same way you’ve always accessed the address book and can now search and find any employee.

Microsoft Teams

You will no longer have to admit team members from a waiting room during meetings. You may also search, find and message your team members on Microsoft Teams and add them to Teams channels for increased collaboration.

My H&P Way

All employees now have access to H&P’s global intranet site, My H&P Way at myhpway.com. Legacy KCA Deutag employees will receive an email in the coming days confirming their access to My H&P Way. To access, visit myhpway.com from any web browser.

If your account is already authenticated within your environment (e.g. you’ve already logged into Teams or another Microsoft product) you will be taken directly to the My H&P Way site.

If your account is not yet authenticated, you will be redirected to authenticate through the existing KCA Deutag authentication process. Once you authenticate using your existing credentials, you will be taken into the My H&P Way site.

WHAT'S NOT CHANGING TODAY

There are no changes to your email addresses, work phone numbers, login credentials, computers or mobile devices at this time.

Devices, Applications and Logins

Please continue to use the same devices as you have been. The way you connect today is not changing, whether in the office or remotely over VPN. You may continue to use the same technology as you have been for your day-to-day roles, including all rig technology, which will remain unchanged at this time.

You will have access to all of the same applications, using the same login credentials and multi-factor verification methods you have been using, whether that is Okta or Microsoft Authenticator. In case you require access to an application which you were not using previously, please follow the usual access request process.

IT Assistance

Your technology and functional support contacts will not change – the same people who helped you yesterday will help you today.

- ▶ *For legacy H&P employees:*
H&P Service Desk: 918-588-5515
- ▶ *For legacy KCA Deutag employees:*
IT email address: itservicedesk@kcadeutag.com

HUMAN RESOURCES

EMPLOYMENT AGREEMENTS

There are no changes to your employing company or entity. If you have a contract of employment, it will continue to be in effect. Your hire date (or current length of service) with the company remains unchanged.

COMPENSATION

There are no changes to your base pay, allowances or annual bonus eligibility unless this has already been communicated to you. Additionally, there are no changes to your employing company or entity with respect to compensation. For 2025, any annual base pay reviews will occur according to the regular cycles.

BONUSES

Any annual bonuses earned in fiscal year 2024 will be paid as usual.

Employees typically participating in an annual bonus plan will be eligible to participate in a new fiscal year 2025 annual bonus program for the combined company, which will be communicated at a later date. Bonuses will be prorated for the time between close and the fiscal year 2025 bonus plan for the combined company.

HR SYSTEMS

All HR-related systems including Human Resources Information Systems (HRIS), payroll and timekeeping are the same. You should continue to use the same systems as you have been.

In the coming months, H&P will review and harmonize titling structures and compensation programs across the company and keep you informed if you are impacted by a change.

BENEFITS

Your retirement, health and leave policies are the same. All employees may continue to access their benefit programs under the same provider and website.

H&P is working on harmonizing some benefits programs, and any updates are expected to go into effect in 2026. You will be kept informed of any potential changes as decisions are made.

HR POLICIES AND PROCESSES: TALENT ACQUISITION, TALENT MANAGEMENT, EMPLOYEE RELATIONS, ONBOARDING, TRAINING

HR teams may continue to process talent acquisition, talent management, employee relations, onboarding and training as usual.

We will continue to fill open roles using existing processes across legacy H&P and KCA Deutag. The link to open roles at legacy KCA Deutag has been added to the H&P website, and both legacy H&P and KCA Deutag teams will continue hiring processes as normal.

All HR Policies (i.e., leave, overtime, discipline, etc.) remain the same. HR policies and processes may be reviewed and evolved as appropriate over time.

LEGAL AND COMPLIANCE

Employees are expected to continue to comply with all legacy H&P and KCA Deutag processes, policies and procedures.

THE DELEGATION OF AUTHORITY (DOA) AND GROUP AUTHORIZATION MATRIX (GAM)

H&P's Delegation of Authority (DOA) and KCA Deutag's Group Authorization Matrix (GAM) remain in place, and all employees are expected to continue to follow their legacy business processes.

Please note that the GAM has been slightly updated, and employees who use the GAM will be notified of the relevant changes in procedure.

The DOA can be found [here](#) on My H&P Way. The GAM is accessible through KOMS.

CODE OF BUSINESS CONDUCT AND ETHICS

Employees are required to comply with the current Code of Business Conduct and Ethics (the "Code") they have been using, in order to continue to create an environment where both employees' and the company's interests can grow. In the coming months, a revised Code for the combined company will be shared, at which time all employees will be expected to adopt the new Code.

ETHICS HOTLINE

To anonymously submit a report of any compliance issue, please use H&P's Ethics Hotline, available to all employees of the combined company.

H&P's Ethics Hotline is an independent, secure and confidential hotline. All employees may call the numbers listed or submit through a confidential web portal located at www.convercent.com. These resources are available 24 hours a day, seven days a week.

Legacy KCA Deutag personnel may also raise a concern via email at KCAD@safecall.co.uk or online at <https://www.safecall.co.uk/clients/kcadeutag/>.

- › Albania 355.4.454.1957
- › Algeria 800.461.9330

- › Angola 244.22634276
- › Argentina 0.800.333.0095
- › Azerbaijan 800.461.9330
- › Australia 1.800.763.983
- › Bahrain 800.06.488
- › Bolivia 800.104.008
- › Canada 1.800.235.6302 or 1.800.461.9330
- › Chile 800.914.012
- › Colombia 57.13816523 or 844.397.3235
- › Ecuador 1.800.000.138
- › Equatorial Guinea 720.514.4400
- › France 0805.080339 or 00.800.1777.9999
- › Germany 0.800.181.2396
- › India 000.800.100.4175 or 800.100.3428
- › Iraq 800.461.9330
- › Kazakhstan 8.800.333.3511
- › Kuwait 965.2227.9501
- › Morocco 212.5204.85014
- › Norway 800.62.492
- › Oman 800.74295
- › Pakistan 92.51810.8900
- › Peru 800.78.323
- › Qatar 00800.100.801
- › Republic of the Congo 242.64000036
- › Romania 0.800.360.228
- › Saudi Arabia 800.814.0282 or 800.850.0510
- › Tunisia 720.514.4400
- › UK 00.808.189.1053 or 00.800.1777.9999
- › UAE 8000.3570.3169
- › United States 1.800.205.4913
- › Venezuela 58.212.720.2174 or 0.800.241.4567

OPERATING AS PART OF A PUBLICLY TRADED COMPANY

H&P is a publicly traded company, which comes with a number of requirements around what employees can say and do, such as sharing information with people outside of our company, buying and selling stock and posting on social media.

Please ensure you are familiar with the below concepts and guidelines. As a rule of thumb, if you are ever unsure about what to do or not do, it is better to err on the side of caution and seek clarification before taking action.

FINANCIAL REPORTING

As a public company, H&P is required to provide an update to the public at the end of every financial quarter. This update includes, financial results, expectations and projections for future results, an overview of performance and any major developments in the last quarter, among other things. H&P is also required to promptly update the market when significant events occur.

Analysts and investors will track our performance and compare it to prior time periods along with our industry peers.

STOCK PRICE MOVEMENT

H&P's stock trades on the public market. This means individuals may buy and sell our shares at any time, and the stock will increase and decrease in reaction to our financial results and trends and news affecting our industry and market (e.g., the price of oil).

The stock market is complex. Stocks will go up and down, but if everyone takes care of their roles, in the long run, the stock will take care of itself.

If you trade individual stocks, please ensure that you are in compliance with all laws, regulations and company policies pertaining to trading before doing so. As a reminder, please do not trade with any material and non-public information.

INFORMATION SHARING

While confidential information should always be kept confidential whether a public company or not, there is a much greater burden on public companies and their employees to keep information private.

In the stock market, information can be an advantage, so it is important that all investors have an even playing field. This means that no one – not even family members or friends – can know material information about the company, its plans or its offerings – good or bad, exciting or boring – if it has not been publicly disclosed by H&P already. Even telling a loved one how your day was at work may require an adjustment to ensure that private information is not shared.

For the same reasons, it is important to be mindful of one's physical surroundings such as elevators, restaurants, public transportation, etc. along with one's digital presence such as videos, pictures, status updates and posts, to ensure that no material, non-public information is accidentally being revealed.

Examples of this type of information include, but are not limited to:

- ▶ Earnings information
- ▶ New products, discoveries or developments that would have a material impact on the business
- ▶ Changes in management
- ▶ Investigations or lawsuits
- ▶ Delays

DO NOT

- › Share material, non-public information
- › Say anything you don't want to see in print or want our competitors to know
- › Talk about financial projections, future plans or strategic actions for the business
- › Comment on rumors or answer hypothetical questions
- › Trade company stock while you are privy to private, material company information

DO

- › Treat all information generated within the Company as confidential and material information
- › Ensure all written materials are properly concealed and that private conversations cannot be overheard
- › Remember that everything you say or do reflects on the company and its perception in the market
- › Follow the guidelines outlined in our [Social Media Policy](#)

GLOSSARY OF U.S. PUBLIC COMPANY TERMS

Public Company – A company whose shares trade on a public market.

Common Share or Common Stock – A unit of ownership of a company. It can be bought and sold on a stock exchange.

Securities – Includes a wide array of investments, such as stocks, bonds, notes, debentures, limited partnership interests, oil and gas interests, and investment contracts. Sometimes used to refer to stocks.

Stock Ticker – A unique combination of letters that represents a publicly traded security, such as a stock, on a stock exchange. H&P's ticker on NYSE is HP.

Stock Exchange – A marketplace where investors can buy and sell shares of publicly traded companies, allowing companies to raise capital and investors to potentially grow their wealth.

The New York Stock Exchange or NYSE – A stock exchange in New York City that's the world's largest by market capitalization. H&P's shares are listed and traded on the NYSE under the ticker symbol HP.

Shareholder / Investor – A person or institution that owns one or more shares of a public company like H&P.

Analyst – A financial professional who analyzes a company's finances to predict its performance and make investment recommendations. It usually follows a specific sector.

Wall Street – A street in New York that is home to the NYSE. Colloquially used to refer to the public financial markets and the people and places that govern finance in the U.S.

U.S. Securities and Exchange Commission or SEC – A Federal agency that administers federal securities laws and regulates Wall Street.

Regulation Fair Disclosure or RegFD – A rule requiring that public companies must not selectively disclose material information. Disclosures must be made in a timely manner and by a method reasonably designed to effect broad, non-exclusionary disclosure of the information to the public.

Material Information – Information that a reasonably prudent investor would find of importance in making an investment decision.

Material, Non-Public Information – Information that a reasonably prudent investor would find of importance in making an investment decision, but that has not yet been disclosed to the public by the company in question.

Form 8-K – A filing made with the SEC to announce information that is material to a public company.

Form 10-Q – A comprehensive report of a public company’s performance that must be submitted quarterly by all public companies to the SEC.

Form 10-K – A comprehensive summary report of a public company’s performance that must be submitted annually to the SEC.

Earnings – The event around the quarterly filing of financial results (10-Q or 10-K). H&P’s includes a press release and conference call with analysts and investors. Earnings generate a significant uptick in coverage from analysts, investors and the media.

Insider Trading – Buying or selling a company’s securities based on material, non-public information about the company. This is a crime and carries heavy penalties.

Insider Tipping – Providing material, non-public information that someone else then uses to insider trade. This is a crime and carries heavy punishment.

SOCIAL MEDIA POLICY

On your LinkedIn, you should reflect that you work for H&P. You should not note that you work for H&P on any other social media platforms. All employees, including legacy KCA Deutag employees, are expected to operate under H&P’s communications and social media policies, which are posted on My H&P Way.

IMPORTANT REMINDERS:

- ▶ If you receive any inquiries from the media, an independent blogger or other third-party, please forward it to Stephanie Higgins at Stephanie.Higgins@hpinc.com.
- ▶ Please refrain from using social media while on work time or on equipment provided by the company, unless it is work-related as authorized by your manager and consistent with our policy.
- ▶ Never represent yourself as a spokesperson for or on behalf of the company or disclose material non-public information about the company to others, unless specifically authorized.

- ▶ Never post any company confidential, proprietary or trade secret information that is not generally available to the public, or personal information belonging to customers, suppliers or other third parties.
- ▶ Do not assume information shared internally, even if shared by one of our leaders, can be posted externally.

“SOCIAL MEDIA” encompasses all means of communicating or posting information, pictures or other content of any sort on the Internet (including a blog, personal or professional website, social networking or affinity website, web bulletin board or chat room), whether or not associated or affiliated with H&P, as well as any other form of electronic communication.

OPERATIONS AND MAINTENANCE

Our priorities as a company and as individuals are not changing – that is, to make sure everyone returns home safely from their work family to their home family, and to deliver safe and efficient operations to our customers. By combining H&P with KCA Deutag, we are broadening our horizons and capabilities in ways that will drive growth for years to come.

On a day-to-day basis, nothing is changing today. Over the coming weeks and months, if any integration changes need to be implemented, the changes will be communicated in a clear and timely manner.

TODAY, THE PEOPLE YOU WORK WITH ARE NOT CHANGING...

OUR TEAM

Your employer is not changing – your employer is simply becoming part of one, larger H&P family.

H&P announced its executive leadership team for the combined company, which can be found in the [Leadership](#) section of this guide.

Unless you have been informed otherwise, your reporting lines have not changed as a result of the leadership changes.

CUSTOMERS

The customers we serve, how we work with them, how we work safely, and our rig operations are not changing.

All sanctioned and ongoing projects will continue as usual.

SUPPLIERS

Our suppliers and supply chain process are not changing and we will continue to prioritize efficient delivery of services.

...AND THE WAY WE WORK IS NOT CHANGING

LOCATION

Your base will remain the same, and our locations generally are not changing.

Your regional and corporate support is not changing.

COMPENSATION

Your pay, benefits and existing incentive schemes are the same.

POLICIES

Key policies and procedures that you utilize in your daily work are not changing, including operations, maintenance and safety processes.

The way you report an incident will not change. Those who need to notify any additional personnel have been informed.

PROCEDURES AND SYSTEMS

KPI reporting, both internally within our company and externally with our customers, has not changed.

Rig technology, systems and tools remain unchanged.

PROCUREMENT / APPROVAL AUTHORITY

Systems and processes related to procurement and approvals generally remain the same at this time, including with respect to accounts payable and signature / approval protocol. This applies to all countries, including where there is overlap of legacy KCA Deutag operations with legacy H&P operations. Please note that the GAM has been slightly updated, and employees who use the GAM will be notified of the relevant changes in procedure.

In the coming weeks and months, teams across the combined company will assess how we optimize supply chain processes as we engage with suppliers to leverage our stronger procurement and purchasing position.

CONTRACTS

All current supplier agreements remain unchanged at this time. For now, the process for onboarding and setting up new supplier contracts remain unchanged.

FINANCE

Unless you have been directly notified of any policy changes, please continue to adhere to the same day-to-day processes and responsibilities you have been.

For specific cases in which compliance requirements have changed — such as SOX compliance for legacy KCA Deutag accounting — trainings will be conducted.

As a combined company, SEC reporting will follow a new close schedule, and we will communicate applicable tasks and due dates according to your area of responsibility.

COMMERCIAL / MARKETING

All commercial, business development and marketing processes utilized by legacy H&P and KCA Deutag teams will remain in place until further notice.

Leaders within the commercial organization have reached out to key customers to relay updates regarding the combined H&P business and have identified strategies to address customers shared by legacy H&P and KCA Deutag. All customer-facing employees have received approved communications resources to use with customers when discussing the combination.

As discussed in the [Brand](#) section of this guide, over time, we will transition to using H&P branding globally. For now, legacy KCA Deutag commercial employees should continue to use KCA Deutag branding for customer-facing materials until advised otherwise. We will let you know when you should incorporate H&P branding into customer materials.

ENGINEERING / KENERA

Our engineering organizations, including Kenera, will continue to operate as they have been. In addition to supporting external clients as usual, all supply chain processes and partnerships remain intact.

Specific branding decisions are underway, and any updates will be communicated over the coming weeks and months.

CONTACTS

For additional guidance, please refer to the contacts below using the expanded Outlook Address Book:

APPROVAL AUTHORITY:

- › **Sarah Momper**, H&P
- › **Richard Carr**, Legacy KCA Deutag

ASSET INTEGRITY:

- › **AJ Evans**, H&P
- › **Dieter Diroll / Mark Watson**, Legacy KCA Deutag

BRAND:

- › **Stephanie Higgins**, H&P
- › **Linzi Punton**, Legacy KCA Deutag

COMMERCIAL:

- › **Jim Nowotny**, H&P
- › **Ally Hogg / Rodrigo Rendon**, Legacy KCA Deutag

CONTRACTS:

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- › **Martin Greig / Niall Polson**, Legacy KCA Deutag

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- › **Graeme Strachan**, Legacy KCA Deutag

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- › **David Parra / Amber McGregor**, H&P
- › **Jan Hetherington / Jay Porter**, Legacy KCA Deutag

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- › **DeWayne Speer**, H&P

GLOBAL SECURITY AND FACILITIES:

- › **Robert Ream**, H&P

HEALTH, SAFETY AND ENVIRONMENT (HSE):

- › **Mark Crelia / Jorge Cortes**, H&P
- › **Kenny Adams / Kevin Pope**, Legacy KCA Deutag

HR:

- › **Valerie Vaughan**, H&P
- › **Lydney van de Laar**, Legacy KCA Deutag

IT:

- › **Justin Davis**, H&P
- › **Euan Davidson**, Legacy KCA Deutag

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- › **Rebecca Clarke**, Kenera
- › **Martin Golden**, Kenera

LAND OPERATIONS:

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- › **Adebayo Aremu**, Legacy KCA Deutag

LEGAL:

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- › **Alaina Ramsay**, Legacy KCA Deutag

MARKETING:

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- › **Linzi Punton**, Legacy KCA Deutag


OFFSHORE OPERATIONS:

- › **JT Dohm**, H&P
- › **Peter Williams**, Legacy KCA Deutag

CONNECT WITH US

We have a lot to look forward to, and we hope you are as excited as we are. Please know that our leaders are committed to ensuring this transition is as seamless as possible as we move forward as **One Team on One Journey**.

Stay updated on all things H&P through our online channels:

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