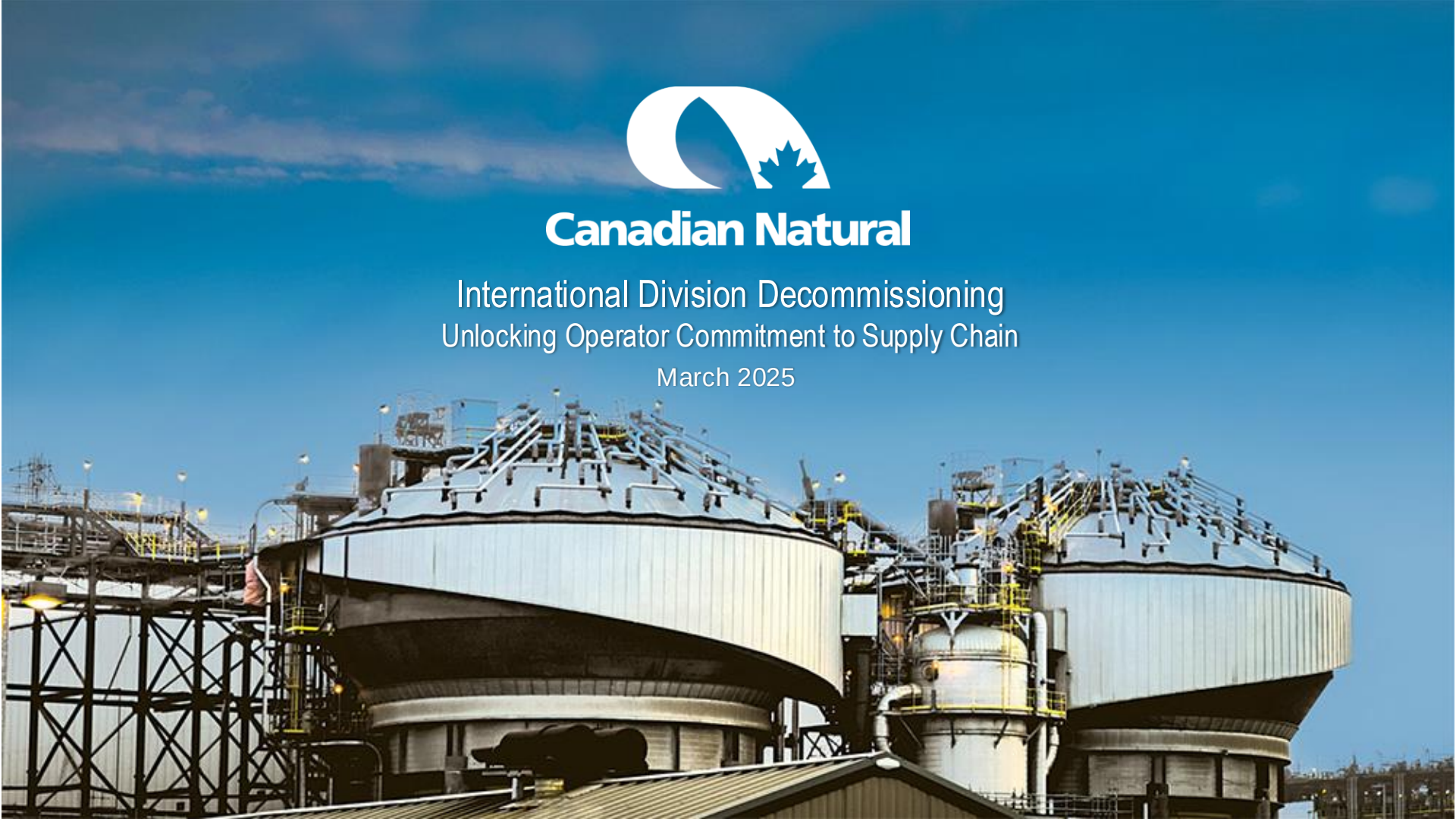


International Division Decommissioning

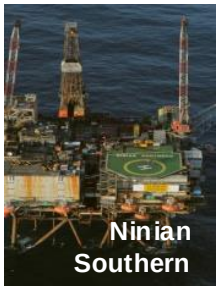
Unlocking Operator Commitment to Supply Chain

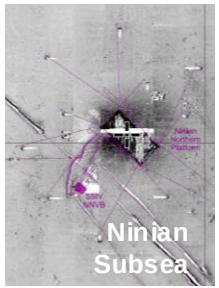
March 2025

CNR International – A Decommissioning Journey

2012 - 2025

- Partnerships led to Success
- Delivered each company's drivers
  - Process of continuous improvement
  - Hunting mentality for opportunities
  - Being bold in partnering innovation
  - First use technology/methods





2024 - 2032

- Need to continue trend
- Looking for Partnerships
- Must deliver on CNR drivers

Making Decommissioning a Success

- Unlock the impasse – operator commitment to a threatening supply chain

- Share and Understand company drivers

- Mutually beneficial commercial and contractual models

- Equality in partnerships – both are empowered

- Commitment leads to continuous improvement and execution excellence

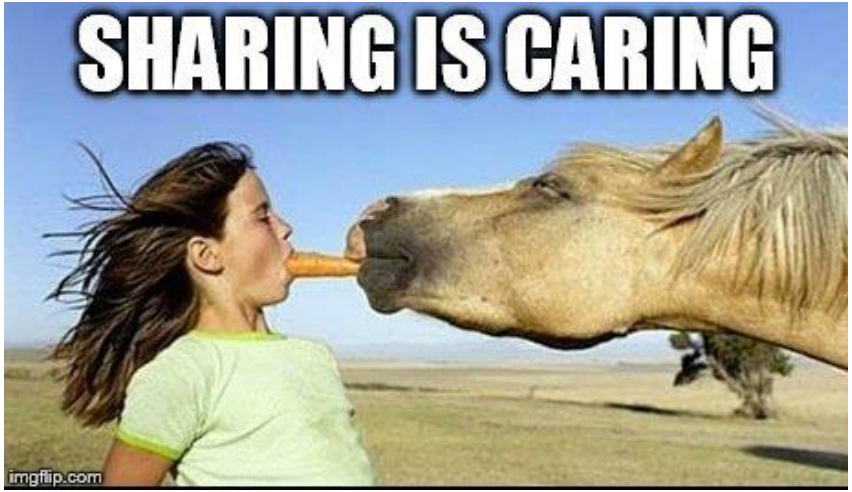
- A culture of value creation in decommissioning

Unlock the Impasse

- Shift the current narrative
  - Who will blink first?
  - Who has the most to lose?
- Understand the truth
  - Supply chain has the demand elsewhere – but how much?
  - Operators have the time – but how much?
- Face up to reality – we all lose
  - Recognise the difference between “want” and “need”
  - Focussing on what we want is risking loosing what we need
  - We need the best to realise the significant opportunities

Share and Understand Value Drivers

- We need to understand each other
- What drives value in our decommissioning and in your supply?
- What do condsider to be differentiators?
- Hard to deliver eaxactly what we want, but be open to alternatives that get close



Agreements that work for all

- Mutual benefit – starting point, not negotiated position
- If we're comfortable – we are all empowered and work for more success
- Taking a risk to innovate or try something new
  - Not hampered by terms
  - Threat of variation

Equality in Partnerships

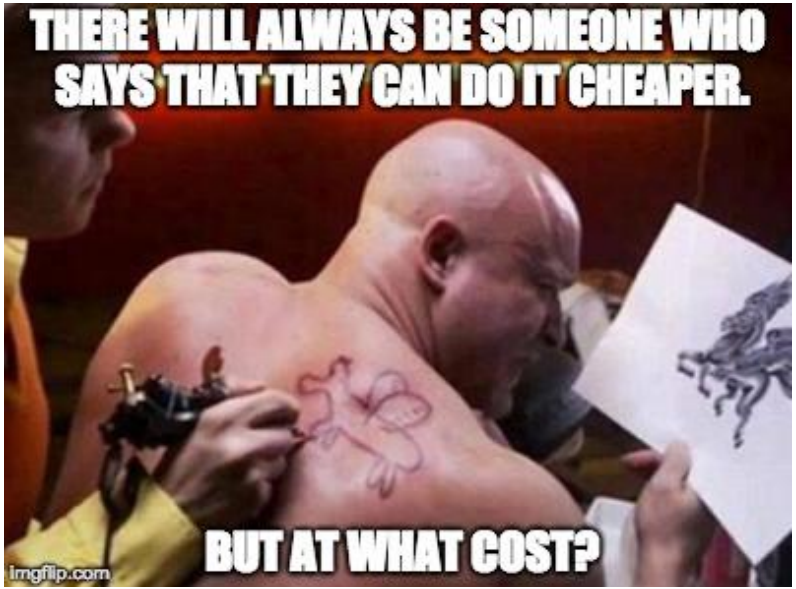
- Working “together” not “for”
- Supply chain are better at what we need from them
- Do what is right if you expect the same back
- Don’t treat every conversation like a tender
  - Share more information early to empower supply chain
  - Seek earlier ideas from the supply chain

Commitment is rewarded

- We commit, you commit
  - We will both end better than we start
- Our capabilities today are the minimum standard
  - We need to do it all better
  - Hunting opportunities
- Long term commitment must unlock innovation

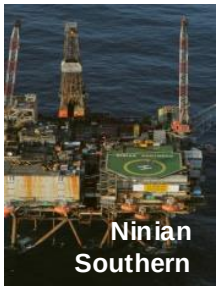
Decommissioning is a value creating activity

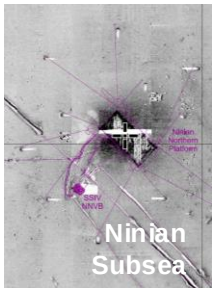
- Cannot be defeatist
- Culture must be to create value in decommissioning
- Each $ realised in decommissioning is investable in developments
- Value means better, not just cheap



CNR's Decommissioning Value Drivers

- Capital Discipline
- Cost Certainty
  - We estimate correctly
  - We spend what we say or less
- Capital Profile
  - We see what is ahead
- Repeatability

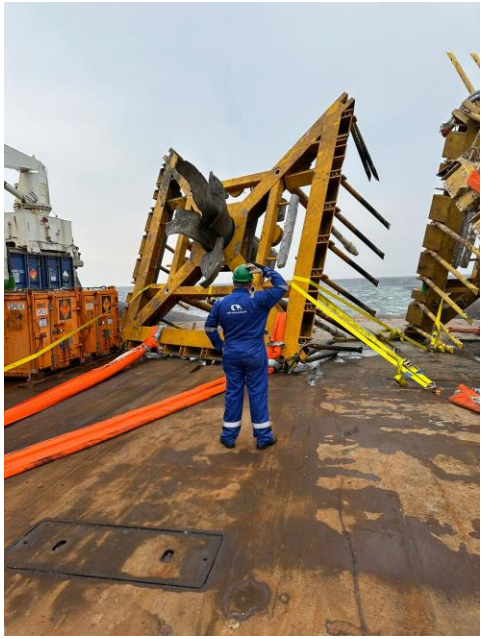


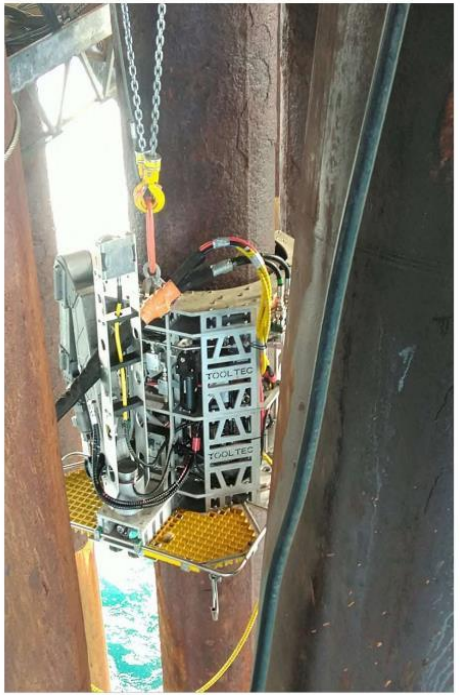


2024 - 2032

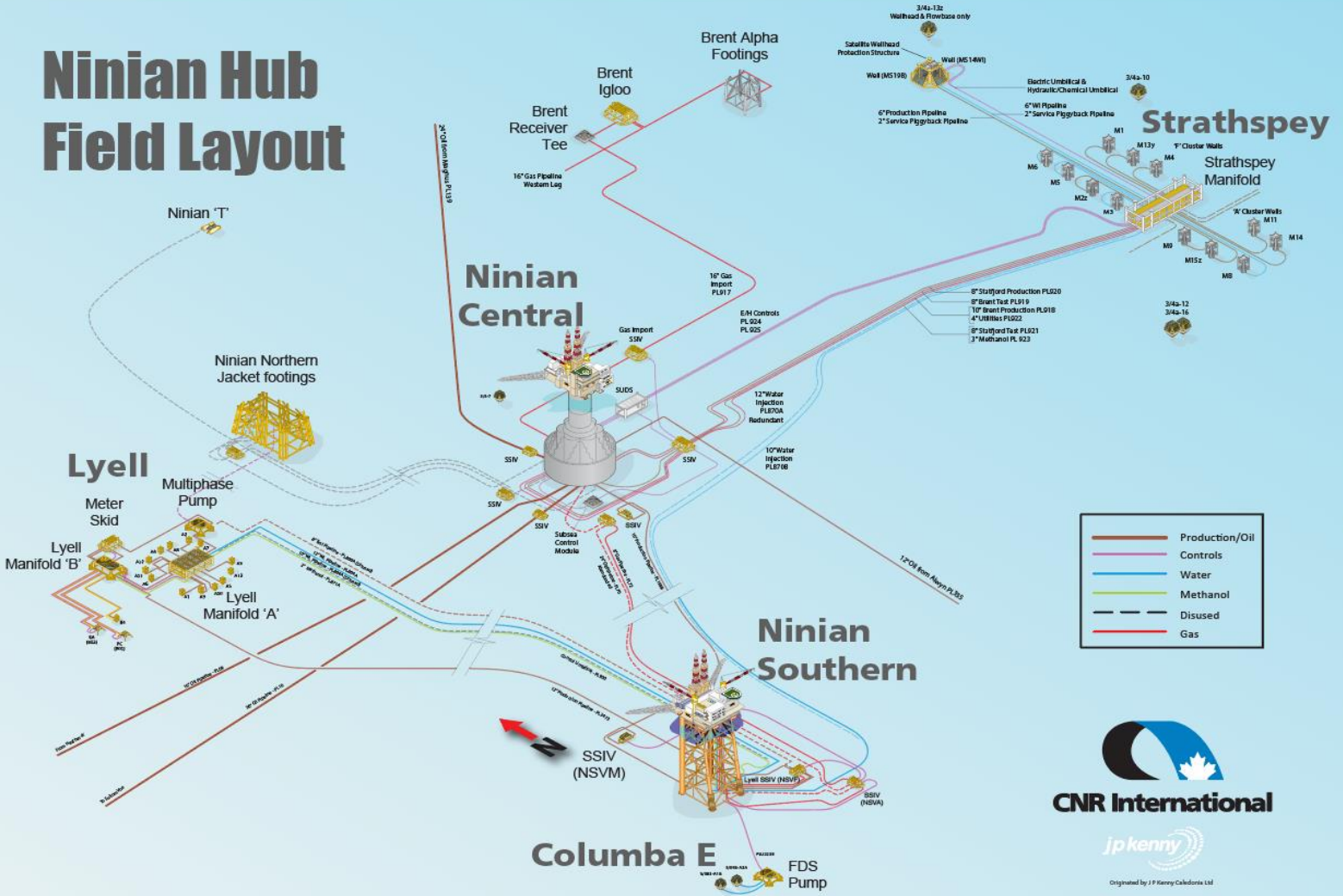
CNR's Decommissioning Value Drivers

- Optimised P&A Duration
  - Maximised pre-CoP
  - Concurrent activity – rig / well services mast / AB1 offline
  - Technology to reduce durations
  - Multi-field efficiency
- Platform Operating Durations
  - Minimise CoP to Downman
  - Simplify Engineer, Down & Clean
  - Balance with right sized ongoing IRM
- Removals
  - Vessel Days
  - Reduced Cutting Durations
  - Multi-field efficiency
  - Repeatable innovation for efficiency & certainty





Ninian Hub Field Layout

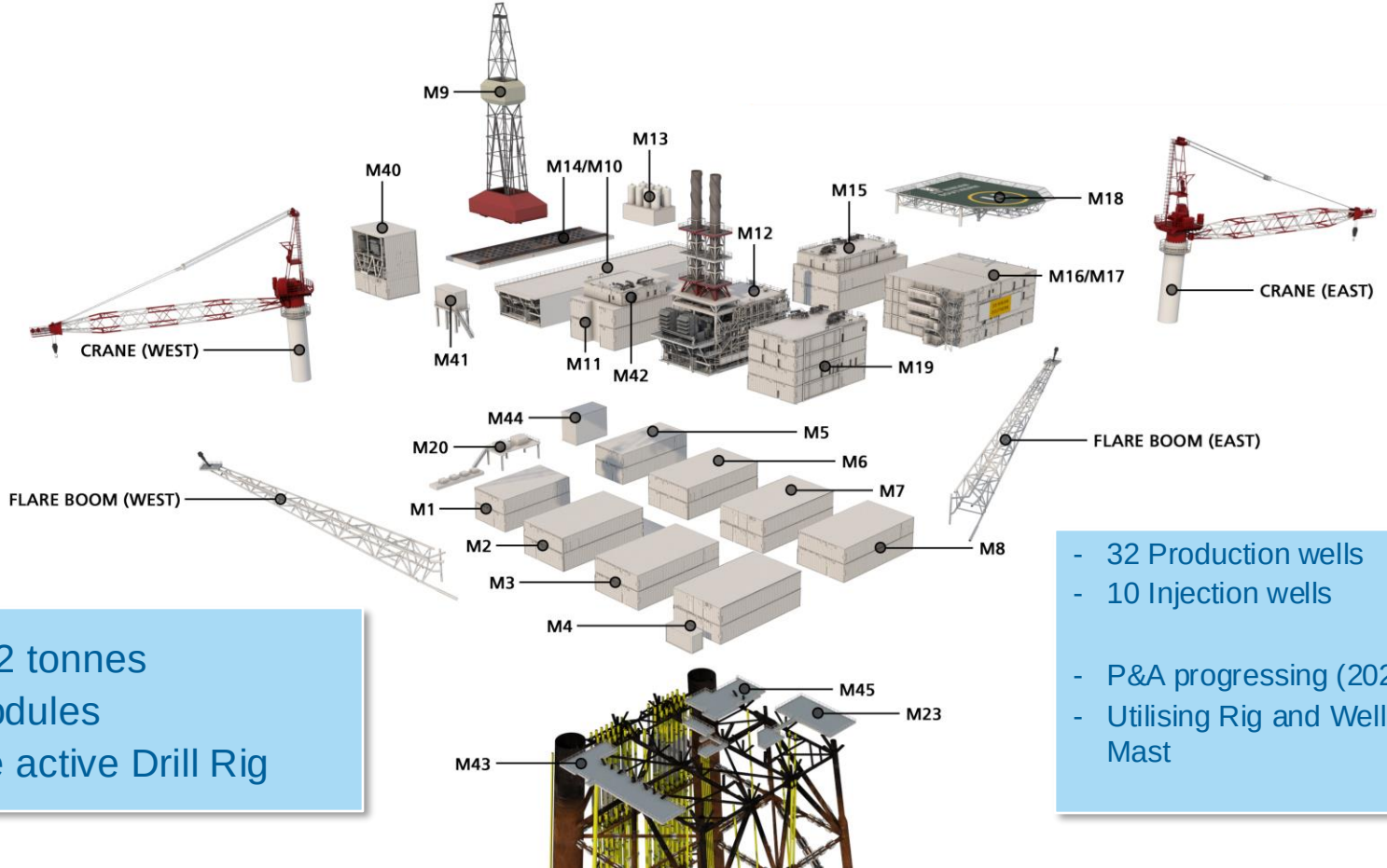



Ninian Central Platform
Ninian Northern Platform
Ninian Southern Platform
Lyell Structures
Columbia Location
N

Ninian Southern Platform (NSP) – CoP mid-2025

- Discovered March 1974
- First Oil December 1978
- Type
  - Fixed Steel Jacket
  - Supporting drilling & production facilities
  - Accommodation for 200, Average 160-180
- Weight
  - Jacket 17,727 tonnes (dry mass excluding conductors)
  - Topsides 27,522 tonnes
- Water Depth 140m (458ft)
- Oil Export
  - Ninian Southern – Ninian Central - Sullom Voe
- Host for Lyell Field

NSP Topsides

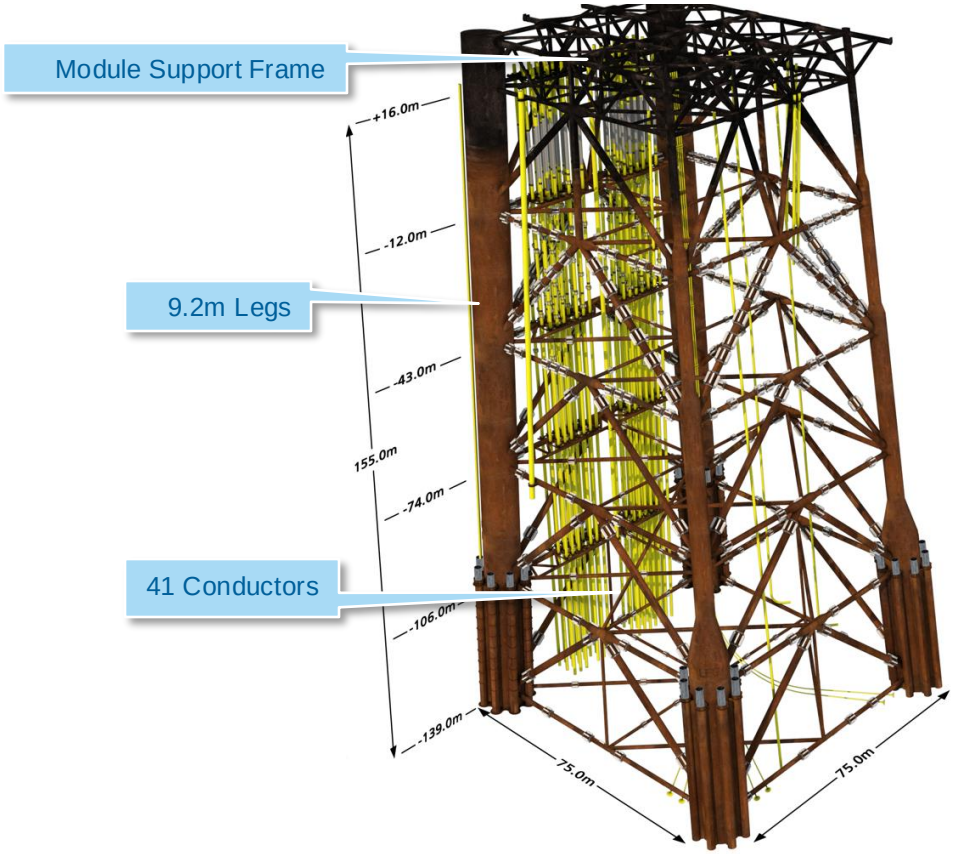


- 27,522 tonnes
- 28 Modules
- Single active Drill Rig

- 32 Production wells
- 10 Injection wells

- P&A progressing (2024 – 2026)
- Utilising Rig and Well Services Mast

NSP Upper Jacket

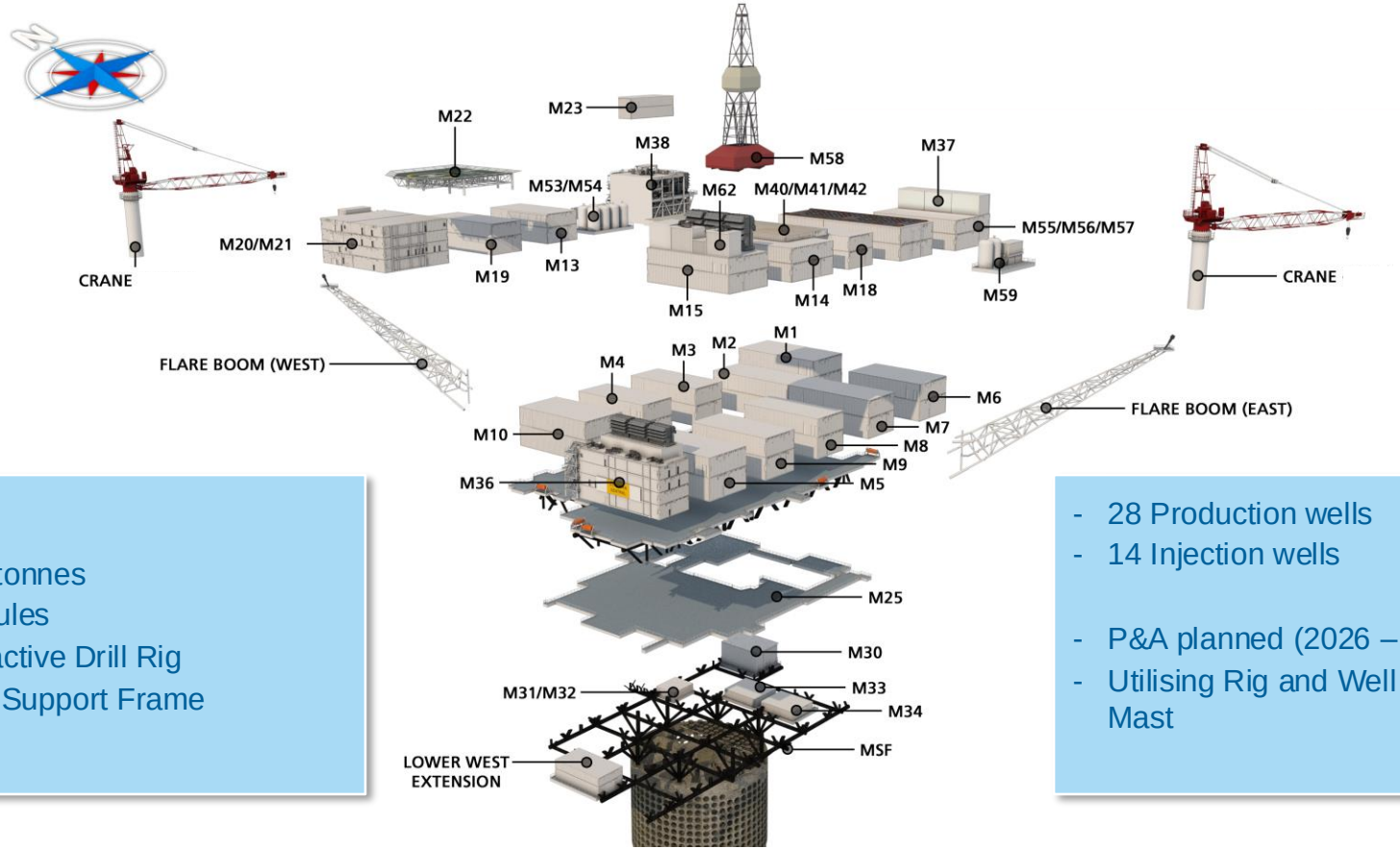


17,727 tonnes (weight in air)
155m high from seabed to Module Support Frame

Ninian Central Platform – CoP June to December 2027

- Discovered March 1974
- First Oil December 1978
- Type
  - Concrete Gravity Base Structure
  - Supporting drilling & production and third-party export facilities
  - Accommodation for 200, Average 160-180
- Weight
  - Jacket 650,000 tonnes (including ballast)
  - Topsides 38,725 tonnes
- Water Depth 133m Oil Export
  - Ninian Central - Sullom Voe Terminal
- Host for third party fields
  - Staffa, decommissioned
  - Strathspey and Orlando – in production
- Exports fluids via Ninian Pipeline System
  - PL10 and facilities on NCP
  - Magnus (EnQuest) and Alwyn (Total)

NCP Topsides



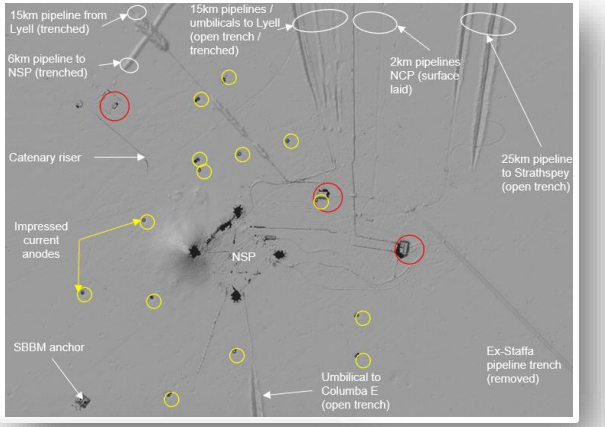
- 38,725 tonnes
- 32 Modules
- Single active Drill Rig
- Module Support Frame

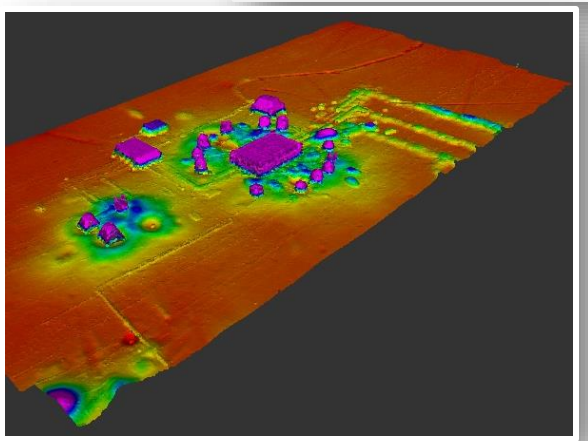
- 28 Production wells
- 14 Injection wells

- P&A planned (2026 – 2028)
- Utilising Rig and Well Services Mast

Ninian Subsea

- Subsea Inventory (130-150m depth)
  - 11 SSIV structures (20-95 Te)
  - 37 pipelines / umbilicals (~400km)
  - 6 x 3rd party pipelines / umbilicals
  - 25 impressed current anodes (24 Te)
  - SBBM anchor (>1000Te)
  - 2 anode debris piles

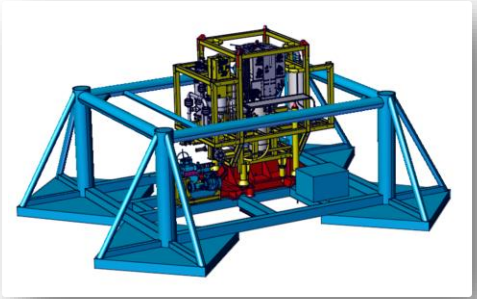




- Well Inventory
  - 31 Subsea wells remaining
  - 4 E&A wells remaining

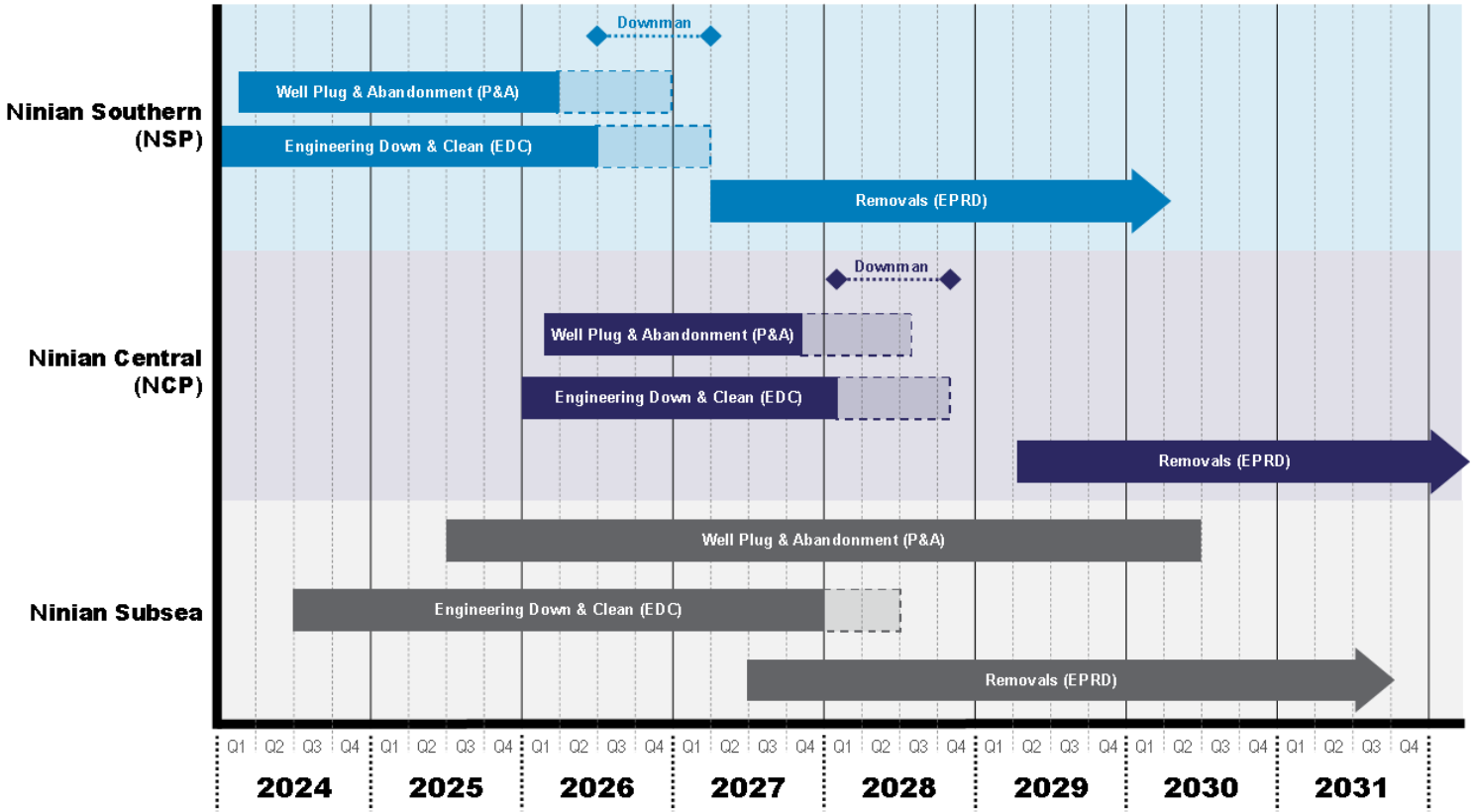
Ninian Subsea

- Subsea Manifolds
  - Strathspey: manifold, satellite wellhead structure
    - Manifold (33m x 16m x 8m, ~975 Te)
    - Satellite structure (14m x 12m x 9m, ~170 Te)



  - Lyell: manifolds, booster pump
    - Manifold A (25m x 15m x 6m, ~500 Te)
    - Manifold B (22m x 16m x 5m, ~185 Te)
    - Subsea booster pump (17m x 15m x 6m, ~80 Te + 57 Te)
    - Subsea meter skid (7m x 5m x 4m, ~67 Te)
  - Columba E: subsea pump
    - Subsea pump structure (104Te + 110Te)

Ninian Hub Schedule



Indicative and subject to regulatory approval

Why are we here today?

- We are looking for partners
- What CNR International have to offer
  - Volume with longevity of work
  - Technical Challenge
  - Willingness to innovate, be the first
  - Recognition supply chain are the experts

- What CNR International are looking for
  - Partners in delivering class leading decommissioning
  - Benefit of committing volume early
  - Innovation – please try us
    - Technical
    - Commercial
    - Contractual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