

KCA Deutag Alpha Limited
Annual Report and Financial Statements
for the year ended 31 December 2021

Registered Number: 06433748



KCA Deutag Alpha Limited

Annual Report and Financial Statements

for the year ended 31 December 2021

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Chairman's Statement

I am pleased to present my Chairman's Statement for the year ended 31 December 2021. While we have seen an improvement in the trading conditions faced by the Group at the tail end of 2021, operations remained challenging throughout the year in many locations due to the continued impact of the Coronavirus (COVID-19) pandemic. Despite oil prices increasing steadily during the course of the year, the oil & gas sector has continued to face difficult trading conditions with the Delta and then Omicron variants of COVID-19 causing delays in the global economic recovery. Since year end, the terrible events taking place in Ukraine exuding from the Russian invasion have added additional global economic uncertainty.

The Group has also had to manage the consequences of a sophisticated attempted ransomware attack that occurred mid-December 2021. The Group promptly engaged expert third party cyber-security teams to respond quickly to the threat and took robust actions. The majority of key business applications are now restored from secure back ups and the remaining applications are being brought back online in a progressive manner in order of business priority.

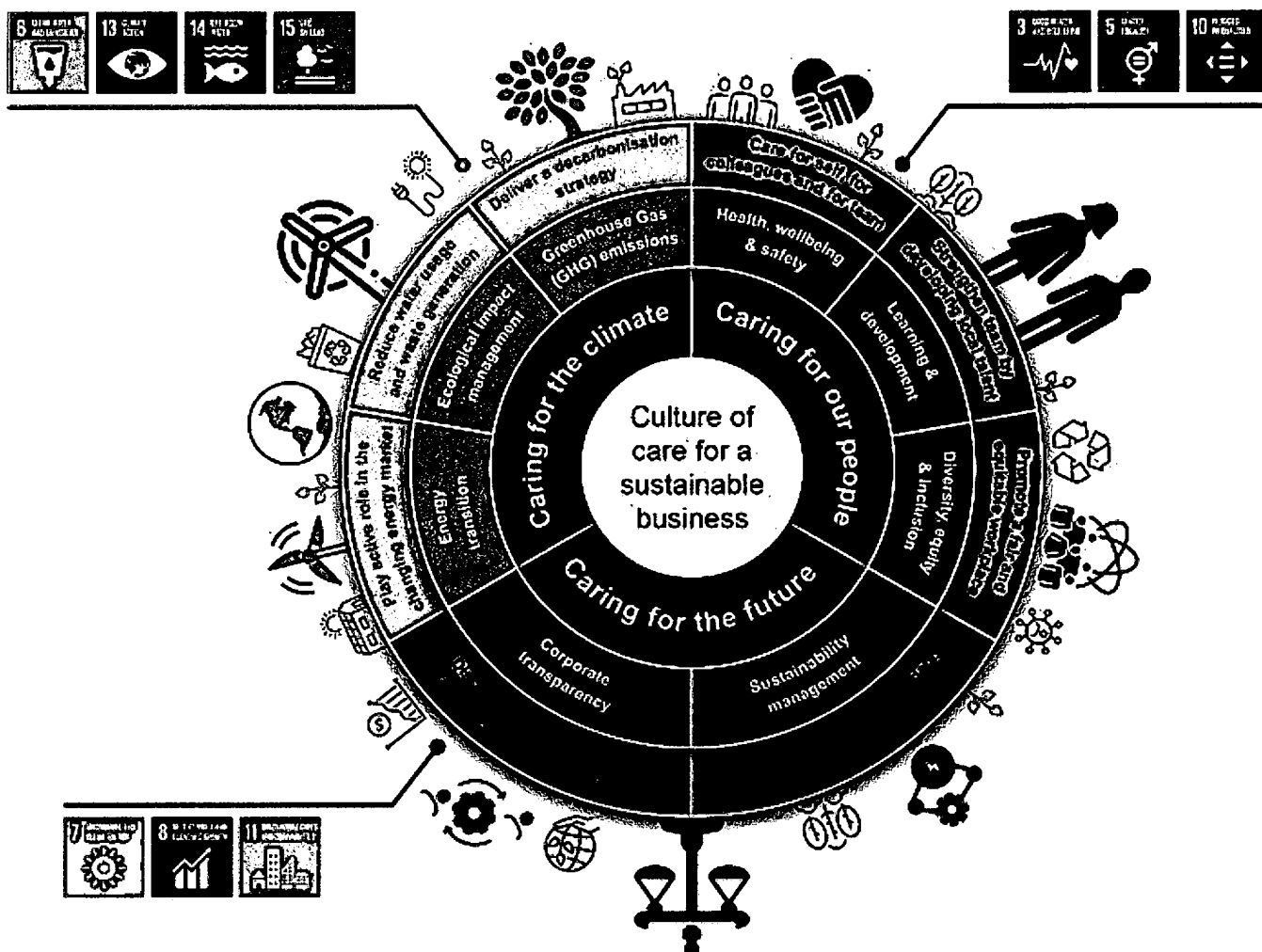
While this attack has been disruptive to our support functions, day to day operations in our Land Drilling and Offshore Services Business Units have largely been unaffected. Our forensic investigation of the incident is complete and we have liaised with regulators and relevant intelligence services.

The Group's financial position on completion of its financial restructuring in late-2020 has placed it in a much stronger position despite the slower than expected global economic and business recovery from the pandemic. Oil prices significantly strengthened in 2021 from \$40bbl to \$80bbl. However, a number of land rigs remained stacked during 2021 and the majority of rigs which continued in operation did so on lower day rates than expected pre-pandemic. There were signs of improvement at the second half of the year with higher utilisation particularly in the Middle East, which positions the Group well for 2022.

The Ukraine conflict does bring increased uncertainty as the Group assesses increasing EU, UK and US sanctions on Russia. The Group had a small service facility in Ukraine which has been closed for the time being and we have worked with the handful of employees to ensure their safety. We also have approximately 2,000 employees in Russia, spread across our Land Drilling, Offshore Services and Bentec business units. Our priority is on complying with all sanctions whilst ensuring the safety and welfare of our staff. At the onset, a dedicated committee was established to monitor the situation very closely in constant dialogue with our advisors to ensure we understand quickly any implications and take appropriate action.

The Group has also launched its Kenera brand during 2021, where we are consolidating and leveraging the skills, competencies and experience of the Bentec and RDS businesses to create scale and support the development of additional technologies and services. Kenera will have three dedicated segments covering innovative services, technology & engineering, and manufacturing, and has been established to deliver the Group's strategic growth aspirations in current and new markets for both the traditional oilfield and renewable energy space. This enhanced offering allows us to actively play our role in supporting our customers as the Energy Transition gathers pace and scale. The Kenera business unit was established as a separate reporting segment from 1 January 2022.

We take seriously our responsibilities to our people, customers, investors, communities and the environment, and we recognise the importance of our role as a global drilling, engineering and technology company in tackling climate change. As such, we are transforming our operations worldwide to reduce our emissions. Determining our baseline carbon footprint is one of these important steps. We began this journey in 2020 when we measured our corporate carbon footprint and used this baseline data to inform our Sustainability Strategy which was developed during 2021 in alignment with our values and the UN Sustainable Development Goals (SDGs). The strategy can be pictured as follows:



The Group will deliver this strategy through direct action, including:

- Conducting an energy consumption study to measure and reduce greenhouse gas emissions
- Focusing on psychological safety, enhancing our knowledge transfer system and undertaking a global rollout of our mental health programme
- Building and implementing a diversity, equity and inclusion strategy through our dedicated steering group
- Developing an energy transition strategy for KCA Deutag and delivering this through our Kenera business unit.

Our Sustainability Strategy builds on the already strong health and safety culture within KCA Deutag which remains at the core of everything we do. Throughout 2021 we continued to focus on the health and wellbeing of our employees using the systems, processes and controls we have in place. It gives me great pleasure to report that in 2021 we have achieved both our Total Recordable Incident Rate (TRIR) and Total Hurt Rate (THURT) targets and in both cases have improved on the targets initially set despite continued travel restrictions and alternative working arrangements as a result of COVID-19. I would like to express my gratitude to all the Group's employees for their flexibility and resilience through an exceptionally challenging year.

We have continued to work with our employees on broader health and wellbeing issues with our 'healthy heart' and mental health campaigns. This has significantly improved employee engagement and has been positively embraced by a large proportion of our workforce globally. At the rig sites we continue to focus on removing our personnel from situations or locations which are in the "red zone" with increased risks from hazardous activities and potential falling objects. We ended the year with a total recordable incident rate of 0.20 per 200,000 man-hours worked which is an improvement from 2020 and still at a level much better than the industry average. We will continue to focus on this as we Drive to Zero Incidents.

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Chairman's Statement (continued)

Growth has remained a key focus for our business despite the challenging market conditions in 2020 as we continue to offer value and provide solutions to our customers across their operations. 2021 also saw the Group successfully extend the breadth of its offering to the market with Kenera having signed a licensing agreement with wind-industry engineering specialist, Windwise to manufacture wind turbines across Europe and Asia. The agreement will see Kenera's Germany-based technology provider, Bentec, work in partnership with Windwise to build turbines using its unique maxcap technology. The Kenera business unit has also announced an alliance agreement with Arabian Drilling Company (ADC) where they will become ADC's preferred supplier of top drives and iron roughnecks. The agreement is the result of extended collaborative efforts between the parties in order to develop a joint strategy to enhance rig fleet performance and deliver more added value services to ADC.

We were also able to publicly announce the award of new contracts for just over \$295 million across the land business unit. Tendering activity has increased over the year resulting in a slow but steady increase in the utilisation of our fleet. It was also positive to see two out of the three suspended rigs in the Kingdom of Saudi Arabia being called back to operation at the end of 2021.

During the year, the Group also announced a new contract award and two contract extensions for Offshore Services with a total value of \$550 million. This business continues to have a strong contractual backlog position with a number of key contracts secured through 2022, 2023 and beyond.

In our Bentec business we successfully delivered the second and third 320 tonne cluster slider rigs (part of a total order for seven rigs) to INK Service Group in Russia. A further three rigs have been delivered since the year end, leaving one remaining rig which is due to be delivered by the end of Q2 2022. The business also saw a pick up in top drive orders during the course of 2021 as clients started to increase investment in their rig fleet and the first orders were received for our Battery Energy Storage System.

RDS has had a relatively stable year where it was awarded the follow on contract for the detailed design of a drilling facility for an offshore platform which will continue into 2022. RDS continues to provide brownfield engineering services for clients in the North Sea and has been heavily involved in the reactivation of the Kizomba platform in Angola. RDS also completed its first energy optimisation project for an offshore client.

As we closed the year the Group had an order backlog of \$5.0 billion (2020: \$4.7 billion).

Overall, we have stayed focused on what we can control, have managed our costs robustly and have driven a change in focus to a growth mindset with activity starting to pick up in several of our markets. We have also launched the Kenera brand, delivered excellent health & safety performance and continued to offer best in class service quality.

In 2021, Group revenues increased by 2.4% to \$1,196.3 million (2020: \$1,168.6 million) whilst our operating EBITDA decreased by 6.3% to \$237.4 million (2020: \$253.4 million). Land Drilling revenues and EBITDA decreased as the pricing discounts and activity reductions which resulted from the pandemic in 2020 had a full year impact. Offshore Services revenues and EBITDA have seen an increase compared to 2020 largely due to the start of the reactivation of the Kizomba rig in Angola and the full year benefit of the procurement, maintenance and warehousing contract in Azerbaijan. Bentec performance improved year on year with higher rig and top drive sales. Finally, RDS showed a small increase in EBITDA despite revenues slightly decreasing year on year.

Operating Profit before exceptional items has more than doubled due to lower depreciation and amortisation charges as well as lower net finance costs. This has supported the Group in generating its first profit after tax both before and after exceptional items for several years.

The financial results of the Group for the year ending 31 December are as follows:

	2021	2020
	\$m	\$m
Revenue	1,196.3	1,168.6
EBITDA before exceptional items	237.4	253.4
Operating profit before exceptional items	94.8	42.2
Operating profit (loss)	87.3	(476.0)
Profit (loss) after tax before all exceptional items	31.6	(198.6)
Profit after tax	25.0	8.7

A reconciliation of EBITDA to operating profit (loss) is provided in Note 5 to the financial statements.

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Chairman's Statement (continued)

2022 Outlook

As we move into 2022, the attention of the world has been on the terrible events taking place in Ukraine. The Group has suspended all new investments in Russia and is evaluating its options relating to the Russian business. Although there has been no material impact on our operations in the first few months of 2022, the fourth package of European Union sanctions, which has further restrictions, may require us to suspend certain activities in order to stay compliant. See also Note 35 to the financial statements on Post Balance Sheet Events.

The Group continued to deal with the impact of the cyber attack on its servers and back office systems. The recovery process is well progressed and most business critical systems are operational. While the impact has mainly been on functional back office support, the Group is in the process of implementing IT security enhancements that will significantly reduce the impact of any further attacks.

The impact of the COVID-19 pandemic, specifically the Omicron variant, appears to be reducing. Customers have been looking to put rigs back to work and tendering activity is increasing. Our Land drilling business unit have also been successful in obtaining a 10-year drilling services contract with Petroleum Development Oman. This deal, which includes the option of a two-year extension and carries a value of over \$550 million, will also see KCA Deutag invest around \$100 million to build and operate four new highly automated rigs locally in the Sultanate of Oman. The innovative new rigs will be constructed in Oman by International Drilling Technology LLC (IDTEC), of which KCA Deutag is the majority owner, and represent a step change in the rig building capabilities in the Sultanate. We expect operations to commence in the second half of 2023 with around 40% of our investment to be spent with local suppliers, delivering high In-Country Value (ICV). The rigs will be delivered through Kenera and will utilise various elements of our Well of Innovation technology.

The Group responsibly exited Nigeria by selling our rigs to an indigenous operator in support of the Nigeria Local Content Act. The new owner took over operations and will receive technical support services from the Group to ensure proper service delivery. Arrangements have also been put in place to support our employees and contractors to transfer to the new operation or take up other opportunities with the Group.

The Group continues to develop new strategic alliances in the energy transition space and tender work has been fruitful at the start of 2022. For example the Group has been appointed to carry out an energy optimisation project for our client, Equinor on two CAT J rigs in the Norwegian North Sea.

This combination of the focus on growth mindset and our strategic tactics will allow the Group to continue to optimise the current business whilst protecting the excellent health & safety and service quality we have always delivered to our clients. This will allow us to further upgrade our offering while we continue to develop and communicate our value added technology solutions to target growth. We will also focus on how we can reduce the carbon emissions we make as a business, help our customers achieve their own objectives in this area, and target business opportunities as the energy transition gathers pace and scale.

We will continue to Enhance our Brand as we deliver additional projects as part of our growth strategy to create accretive and sustainable value across key markets for the benefit of all stakeholders: employees, customers, shareholders and the communities where we live and work.



T Ehret

Chairman, KCA Deutag Alpha Limited
12 May 2022

KCA Deutag Alpha Limited

Strategic Report

Market Dynamics and Positioning

In 2021 the Group has continued to focus on delivering high quality products and services to our clients combined with safe, effective, trouble-free operations while seeking to recover from the impact of the pandemic and lockdowns which continued to slow the global economic recovery. Activity has started to pick up during 2021, and we have looked to grow our business while carefully managing our costs and staying focused on what we can control. We continue to look to differentiate ourselves from our competitors through our technology offerings and our best-in-class processes and people.

At the end of 2021 the Group has a healthy backlog position of \$5.0 billion (2020 \$4.7 billion). In Offshore Services our market position remains strong with only two of our existing contracts not secured for all of 2022 - and both of these do not expire until November 2022. In Land Drilling, activity levels have seen some improvement in the second half of 2021 which will continue into 2022, particularly in KSA and Europe. Bentec's performance improved year on year with strengthening top drive sales boosting its backlog whilst RDS activity levels have remained relatively stable. Both of these businesses, which will be integrated together in the Kenera business unit going forward, have sought to develop their technology offerings and to diversify into the energy transition market outside of the traditional oil & gas sector.

2021 Performance

Overall, 2021 was another challenging year for the Group as the full year impact of the pandemic related downturn which started in Q2 2020 fed through to results. The main themes of our business performance were:

- In Land Drilling we saw the continuation of decreased utilisation in 2021 as a result of the Coronavirus pandemic, when numerous customers either terminated or suspended their operations. Although we saw some pick up in utilisation in the second half of the year, there has been little opportunity to reverse the rate reductions and discounts implemented in 2020. These impacts were partially offset by increased utilisation in Kuwait.
- Offshore Services has continued to perform well in 2021 with increased returns being generated from the majority of our operating locations. Our joint venture company, Turan Drilling & Engineering Company LLC, benefited from the full year of the procurement and warehouse management contract which started in the middle of 2020. Activity in Angola has also increased year on year as the reactivation of the Kizomba platform nears completion with operations due to start in Q2 2022. Elsewhere, we have continued to operate in our core markets of Norway, UK, Canada and Sakhalin. We have also recently been awarded a two year drilling contract extension on five of Equinor's fixed platforms operating in the Norwegian North Sea. This contract, worth \$140 million, is for the provision of drilling operations, maintenance services and engineering support for the Oseberg and Kvitebjørn fields. It extends our long-standing relationship with Equinor to September 2024 on the same commercial terms.
- RDS had a steady year delivering slightly higher levels of EBITDA compared to 2020. We are involved in the follow on work related to the detailed design of a greenfield project concluded in 2021. Reasonable progress had also been made in developing the RDS business into energy transition markets with emission reduction scopes of work completed in 2021 and a further contract signed up to start in 2022. Brownfield work has remained steady in the UKCS and Norway.
- Bentec completed delivery of two further rigs out of a seven rig order for a customer in Russia. This was a critical project for Bentec to secure utilisation of its production capacity throughout 2021. Revenues for top drives and after sales services were also increased in 2021.

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Strategic Report (continued)

Strategic Review

KCA Deutag aims to deliver safe and reliable operations, and innovative technologies, even in the world's most harsh and challenging environments. Where possible we aim to offer our customers end-to-end solutions from innovative design and manufacture through to trouble-free quality service.

In 2021 KCA Deutag had four Business Units.

Our Land Drilling business unit owns and operates a high-quality fleet of 75 land drilling rigs ranging from highly mobile units to large rigs capable of drilling extended reach wells.

Bentec is one of the world's leading manufacturers of drilling rigs and oilfield equipment. It designs and manufactures state-of-the-art, high quality and cost-effective drilling rigs as well as a range of components which include top drives. These can operate in all environments, from the desert to the Arctic. Now part of Kenera, Bentec is looking to play a key role in the energy transition space with battery energy storage, hydrogen production solutions, solar and wind manufacturing solutions.

Our Offshore Services business unit is one of the world's largest international platform services operators with approximately 30 client owned platform rigs under management. In addition, given our experience of operating jack-up rigs in marine environments, we also operate mobile assets owned by one of our clients.

Our drilling rig and engineering specialist, RDS, is the world's leading rig design specialist with over four decades of proven performance, engineering some of the world's safest and most efficient drilling rigs. RDS delivers comprehensive engineering services at every stage in the design, construction or modification of drilling facilities. Now part of Kenera, RDS is developing additional offerings for the energy transition market from emissions management and rig electrification to integrated hydrogen, wind and carbon capture solutions.

From the start of 2022, Kenera will be operating and reporting as a new business unit, by consolidating Bentec and RDS business units.

In carrying out our day to day business we believe in operating the KCA Deutag Way which defines the type of group that we are and will continue to be for our people, our clients, the environment and the communities in which we operate. The KCA Deutag Way is the combination of tried and tested policies and procedures combined with key behaviours that support our six Core Values.

Our six Core Values are:

Health & Safety. We believe that all our employees have the right to work in an accident-free workplace and have the responsibility to create and maintain a safe environment. During 2021, we achieved a total recordable incident rate of 0.2 per 200,000 man-hours worked. There has been an improved performance since 2020 where we had a rate of 0.3 recorded. We continue to strive to improve our behaviours, systems and processes with the aim of having zero incidents.

Valuing All People. We provide more than 8,300 talented people with training and development in their respective roles. We continue to invest in improved systems and processes to track and monitor competence and develop our people.

Performance Improvement. The KCA Deutag Way drives continuous improvement as we strive to make each well we drill better than the last. We proactively measure our performance well by well and seek ways to make and recommend improvements.

Environmental Stewardship. Our processes and policies aim to minimise the impact of our operations on the social and physical environments in which we work.

Business Integrity. The KCA Deutag Way preserves business integrity under all circumstances with robust policies and procedures and a 'zero tolerance' approach.

Sustainable Growth. We aim to achieve profitable and long-term sustainable growth with a culture of financial discipline across the Group. We aim to invest wisely in new projects which need to achieve key Return on Investment parameters and to operate efficiently with a robust cost management culture.

We believe that if we focus on these six Core Values, operate the KCA Deutag Way and deliver meaningful results from our *#enhancethebrand* improvement initiatives, we have a sustainable business model that will continue to deliver successful financial performance and strong customer relationships.

As a global organisation, our Core Values are centric to our responsibilities to our people, customers, investors, the communities where we live and work, and the environment. This culture of care will be vital to building a sustainable future for our people, our business and our planet.

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Strategic Report (continued)

We are making good progress with our business transformation despite the multiple adverse situations. Through our collaborative approach and our #enhancethebrand strategic journey, we still continue to take action to #drivetozero incidents, optimise and upgrade our business, focus on returns and growth, and build a resilient, smart and sustainable platform that thrives in the face of change to deliver value to all our stakeholders.

Operating Review

Land Drilling

KCA Deutag's Land Drilling business unit delivered average rig fleet utilisation of 55% in 2021, a decrease from 65% in 2020. However, utilisation did pick up throughout the year from Q1 of 51% to Q4 of 62% as clients became more confident on both COVID-19 and energy pricing. Demand in most of our Land Drilling markets picked up with the exception of Algeria and Iraq where it remained sluggish. The major cost control exercise carried out in 2020 continued into 2021 which has minimised the negative impact on margins. During 2021 we successfully started up our second rig in Kuwait meaning both of our rigs in country are now operating under long term contracts.

Operations were hampered throughout the year by travel and health restrictions. However, our drilling activity was only stopped on a couple of occasions for short periods due to crew shortages or health concerns.

Europe

The European business only had one of six rigs operating in 2021 with 16% overall utilisation. However, tendering activity picked up during the second half of 2021 for a mixture of hydrocarbon and geothermal projects which should drive increased utilisation during 2022. As an example, a contract was signed to commence mid 2022 on a long term drilling program which has meant relocating an idle rig from the UAE to Europe.

Russia

Business in Russia remained steady with 84% utilisation, a slight drop from 2020 of 90%. Similar to other regions, Q4 ended with the highest utilisation at 90%, sixteen of the seventeen rigs were utilised at some point in 2021 and demand for our rigs remains high. Our Russian business was again awarded 'Best International Production and Exploration Drilling Company' from a survey of 64 oil and gas companies in Russia.

Middle East/Far East

Oman, our largest Land Drilling market, averaged 74% utilisation for 2021. A drop off in utilisation of the heavier (2,000 hp) rigs was the main reason for this utilisation dip. Several of our rigs received contract extensions in Oman during 2021 giving a healthy contract backlog.

In Saudi Arabia, two of the three rigs put on unpaid standby by the client during 2020 were recalled by the same client in 2021. Once of these started in Q4 2021 & one will start up in Q2 2022. The remaining five rigs enjoyed full utilisation during the period. Three of our rigs received contract extensions in 2021 and we are in final negotiations with the client about long term extensions for a further three rigs.

Iraq has been slow to recover utilisation from the 2020 downturn. We contracted one rig for a successful drilling campaign in Northern Iraq (Kurdistan). Four wells were drilled in approximately 50% of the time anticipated by the client. Drilling was temporarily stopped in Q4 to allow the client to catch up on the production set up from these wells. We remain on stand-by at the client well-site and expect to resume drilling operations in Q2 2022. Overheads in Iraq remain at a low level whilst utilisation is reduced.

In Kuwait we commenced drilling in Q1 2021 with the second rig supplied by our partner for the contract with Kuwait Oil Company. KCA Deutag leases and operates these rigs.

Pakistan was extremely busy in 2021. All of our three rigs worked during the year including a heavy (3,000 hp) rig moved from the UAE. In Q4 2021 all these three rigs were contracted with three different clients. We also mobilised a BOP stack from Europe for a long-term rental contract.

Africa

Similar to Iraq, Algeria has been slow to pick up from the 2020 downturn. We did contract one of our rigs in Q3/Q4 for a six month campaign. Similar to Iraq, we continue in Algeria with a much reduced overhead due to the reduced activity.

In Nigeria we had two rigs working for different clients at varying points in 2021. Both these rigs were then released in Q4 2021. During Q1 2022, we disposed of our Nigerian assets and business.

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Strategic Report (continued)

Offshore Services

North Sea

As a result of the increase in the oil price during 2021, several platforms in the UK North Sea recommenced operations during the year. In addition to the increased activity, two clients exercised options on their contracts, extending them out to 2022 and 2023.

In Norway during 2021, there were four out of five platforms operating under a fixed platforms contract, which was recently extended until September 2024 as well as continued operation of the pipe pool contract, both with Equinor. The two Equinor 'Cat J' jack-up rigs also worked all year and will continue under contract until March 2026. The Ringhorne platform was operating throughout the year under the fixed platform contract with Vår Energi which was extended to March 2026.

Caspian

Throughout 2021 there continued to be a high level of activity and strong performance with BP in Azerbaijan. This included the provision of procurement and warehousing services which is now in its second year.

Sakhalin

In 2021 one of the three platforms in Sakhalin was operating throughout the year, with a second platform recommencing operations from May onwards. The third platform continued under project mode for the year. We also secured a contract extension to May 2030 including options.

Angola

We continued to support the reactivation of one of the Kizomba platforms throughout the year. The rig is now in the final stages of the reactivation project and is expected to restart operations in Q2 2022.

Canada

Throughout 2021 there continued to be a high level of activity and strong performance with ExxonMobil on the Hebron platform.

RDS

During 2021 RDS continued to see a steady performance in both greenfield and brownfield despite the impact of COVID-19. RDS continues to explore opportunities outside the oil and gas markets as well as developing modular rig and specialised rig designs for future plug and abandonment work. A concept study for an Offshore Sub Station supporting the Wind and Hydrogen sectors, completed in 2020, will be further developed in 2022.

Greenfield

In 2021, RDS continued the detailed design contract for a rig in Azerbaijan which then transitioned to Follow-On Engineering. Tendering activity has increased during the year with proposals submitted to potential future clients.

Brownfield

RDS continued to support engineering work with UK based clients throughout 2021 with no significant impact due to COVID-19. The Kizomba reactivation secured in 2020 continued at a fast pace during 2021.

Our team in Norway continues to have an excellent relationship with its main customer, Equinor, and has continued to be awarded engineering scopes in 2021 as well as the continued development of the relationship with Vår Energi.

There have also been continued engineering scopes of work on both the 'Cat J' jack-ups and the Gullfaks platforms.

Energy Transition

Initial scopes of work on CO2 emissions were carried out during the year for a client with feedback being positive. We await sanction of the next stage of these projects. We continue to build and maintain relationships with key clients, specifically around the companies bidding within the Scotwind auctions and hope to partner with companies to form strong alliances.

Bentec

Fabrication of the 7 drilling rigs for our Russian customer INK continued in 2021 with the successful delivery of a further 2 rigs. The remaining 4 rigs are scheduled to be delivered in 2022, of which 2 have already been accepted by the client in Q1.

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Strategic Report (continued)

There has been a strong order intake of top drives during 2021 and this has been maintained into 2022. Bentec also continued to make progress with the development of its energy transition business, particularly for our Battery Energy Storage System product where a collaboration has been developed with a battery manufacturer, and several orders have been jointly delivered with more in the pipeline. Bentec have also started development of an electrolyser solution, supported by a grant from NBank in Germany and signed a licensing agreement with wind-industry engineering specialist, Windwise, to manufacture wind turbines across Europe and Asia.

Principal Risks and Uncertainties

As with any business, the Group faces a number of risks and uncertainties in its day-to-day operations. The principal risks and uncertainties, and mitigating actions that are employed by the Group to manage those risks, are noted below. During the year the Group continued to apply an enterprise risk management framework to drive the ongoing identification and monitoring of risks and to develop mitigation strategies to manage those risks. The methodology used to identify key risks is both a bottom up approach from the country and functional organisations as well as a top down review of the key strategic risks.

Asset integrity & compliance regime

We are subject to increasingly stringent laws and regulations relating to environmental protection as well as being exposed to potentially substantial liability claims due to the hazardous nature of our business and the businesses to whom we provide services. An accident or a service failure can cause personal injury, loss of life, damage to property, equipment or the environment, consequential losses or the suspension of operations or possibly the termination of a contract. Furthermore, we may be liable for damages resulting from pollution both on land and in offshore waters. With the fall in commodity prices and increased competition in the market we have also seen many of our customers seek to pass on risk to their suppliers which may have historically been borne by the operator.

We have put in place robust processes and procedures to support each of the principal activities which we undertake. We seek to employ personnel with the relevant experience, qualifications and competencies and have the appropriate tracking mechanisms to ensure that our staff have demonstrable competencies for each of the tasks that they perform. We have a governance structure which ensures that our compliance with processes is validated periodically and that a culture of continuous improvement is reinforced. We have robust reporting mechanisms to report safety and environmental data at each operating unit and escalation processes to investigate incidents. We have a pre-defined contracting strategy with our clients setting out what exposures are acceptable and escalation mechanisms where we are asked to agree to contractual positions which fall out with these set parameters. We have a comprehensive package of insurance coverage to further protect us from potential claims or incidents.

As well as our personnel, the provision of assets such as drilling rigs is a key component of our product and service offering. We offer a range of drilling rigs from new state of the art rigs designed for specific climates or for speed of movement, through to older assets which have been in operation for a number of years. These assets need to be regularly maintained and key components replaced over time to maintain the asset integrity of our equipment. We maintain a team of personnel specialised in maintaining these assets to ensure that they provide our clients with safe, effective and trouble-free operations with low levels of non-productive time. To remain competitive in the long term we must continue to invest in our assets and refresh our rig fleet on a periodic basis.

Compliance requirements continue to increase across the broad range of territories in which we operate. During the past few years, we have seen new data privacy and data protection rules with large potential fines and other sanctions for non-compliance. We seek to address these new requirements proactively using both our own internal resources as well as external advice.

Business continuity and sanctions risk

The impact of the Coronavirus (COVID-19) has been significant with ever changing restrictions being placed upon the movements of people to minimise the spread of the virus in all countries as governments attempt to limit the number of people affected, to manage the capacity of health services and minimise the impact upon local economies. The Group has developed procedures to seek to protect our personnel during the outbreak including providing additional testing and PPE. The development of vaccines has brought an improvement but the continued emergence of new variants and vaccine supply concerns in some of our markets brings continued uncertainty.

Many of the key markets in which we operate are potentially at a higher risk of conflict and political upheaval. Over the past few years we have witnessed the impact of conflict in Azerbaijan with neighbouring Armenia, terrorist incidents in Algeria and Saudi Arabia and the threat of terrorism or unrest in Kurdistan and Iraq. In addition, there is the potential threat of political and economic sanctions against certain sovereign states which by their very nature can be both unpredictable and potentially disruptive. Over the past few years, for example, we have seen certain sanctions imposed against specific types of business activities in Russia from the EU, the UK and the US. Depending on whether the current situation between Russia and Ukraine continues to escalate, further sanctions against Russia by the EU, the UK and the US may come into force.

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Strategic Report (continued)

Certain markets in which we operate are also susceptible to governmental and political influence around contract award, local content requirements and bidding processes which may not always be transparent. We maintain robust processes to ensure that our staff have been trained to follow our own approved guidelines and ethical practices.

Before we enter a new country, we carry out risk assessments and third-party security reviews. To mitigate risks once operating in each country we have a robust emergency response system to ensure that we are able to move our personnel rapidly and safely in the event of an unplanned incident. We work with specialist third parties to maintain a good understanding of the security risks and how to react in each set of circumstances. Where possible we seek to limit our exposure to higher risk regions such that an emergency in one location does not have a material impact on the ability of the Group to continue operating. In the past we have been able to rapidly redeploy personnel when required and reduce costs in impacted countries to a minimum. We have access as required to specific legal and advisory expertise to support regulatory compliance in all our operations across disciplines such as export control and adherence to sanctions. We work with various governmental authorities to get assistance with ensuring compliance and the appropriate awareness of rules and regulations.

Changes in the market for Drilling & Engineering Services

Our core operations continue to be focused on delivering drilling and well engineering services to the oil & gas industry. We believe we provide high-quality services to our clients supported by a skilled workforce and high-quality assets. However, the technology, commercial models and ways of delivering services continue to evolve.

In North America there has been an increasing commoditisation of drilling services with consequent reductions in pricing and increased competition from providers offering very similar services. Although the position in North America is different to the rest of the world, given the relative ease of access to oil & gas reserves through good transport infrastructure, certain of our markets may move in a similar direction in the future. In the eastern hemisphere we have seen increasing competition from lower cost providers such as Chinese companies who are able to offer low cost services and over time have provided an improving quality of assets and personnel.

In a number of markets, we are also seeing the way in which our customers are procuring services change. Integrated service companies, who can provide a full spectrum of service offerings, are securing contracts as a one stop shop for their clients. Other service companies are broadening the scope of their offerings potentially threatening work which KCA Deutag may have traditionally provided in the past.

Current trends across the oil and gas industry, and indeed our drilling peers, show a movement towards greater use of IT, drilling optimisation software and operational technology data to gain better insight into operating performance, to drill wells more efficiently or to identify improvement opportunities. These tools and data driven insights can be used to identify cost savings, efficiency gains and revenue opportunities which could have a tangible impact on our financial bottom line. Increasingly clients are placing maximum age limits on rigs as well as looking for higher specification and technology supported rigs. This would be a risk to the business if we were to lag behind our competitors in the provision of digital services or if we are not able to recover the investments made to develop these solutions through the commercialisation of our digital offering.

The global pandemic has also resulted in a number of customer projects being put on hold. This has given our customers more leverage in tendering exercises due to the high availability of competing service providers which has suppressed day rates in a number of locations.

In response to these threats we must ensure that we offer a compelling reason for our customers to procure our products and services through providing excellent service quality, which is cost competitive and industry leading. With the launch of our +veDRILL technology in 2020, we believe we have enhanced our proposition to customers. We have to be a Group that is easy to do business with, which has a flexible commercial model and is able to form new alliances that can be mutually beneficial.

We also have to continually challenge ourselves to look at new ways of working, to develop new service offerings and to look at new sourcing models as markets continue to mature and evolve. A high focus on sourcing and costs in general is now particularly important as, with economic activity increasing following the pandemic, many of the markets in which we operate are seeing the return of significant levels of inflation and extended delivery lead times. The supply chain organisation is therefore spending more time with the operations, commercial and finance teams to plan, source and negotiate supply agreements as favourably as possible.

Credit related risk

Although many of our customers have historically been blue chip international oil companies, we also work for National Oil Companies, as well as independent operators. Because of the significant capital expenditure requirements for our clients to develop oil and gas assets, and the cyclical nature of commodity prices, some of our clients can become financially distressed, particularly in the sustained downturn which we have experienced over the past few years. We have also seen some sovereign states heavily dependent upon oil and gas struggling to balance their budgets and consequently being unable to access sufficient foreign currencies such as US Dollars to settle liabilities. In some cases, local currencies have become illiquid and very difficult to convert to other currencies.

KCA Deutag Alpha Limited

Strategic Report (continued)

Negotiating power is limited once the contract has ended and there have been a few cases where payment of final invoices has taken longer than expected to resolve. There have also been a few requests for extended credit terms.

In some markets, particularly those where we may have a low level of activity or only a single rig operating, it can be difficult to consistently make acceptable levels of return. In some markets, we also experience tax and other local laws and rules being inconsistently applied which can result in additional and unexpected costs of doing business. In each of the countries in which we operate we are potentially subject to changes in tax laws, treaties or regulations which could have a material impact on our business.

We seek to mitigate these risks through continuous monitoring of exposures to individual clients as well as overall exposure to particular geographies. Financial credit checks are required to be performed on new clients prior to tendering submissions and where possible we will seek payments in advance of services or protection via bank guarantees and similar mechanisms. We have robust escalation processes to chase overdue accounts including regular reviews with our senior management team. In some cases, we are able to leverage our position to push for the release of payments but where this is not possible early and robust legal processes are used to accelerate a conclusion to the process. We also structure contracts to be paid in US Dollars where possible. We seek appropriate professional advice before entering new markets and have internal review and approval mechanisms to challenge the returns we expect on new contracts. In some cases we have decided to exit markets where we have been unable to make a consistent level of acceptable return.

Currency related risks

We carry out our operations in a number of countries and are exposed to currency risk as those currencies become stronger or weaker against the US Dollar. Some of the countries in which we operate are heavily reliant on oil and gas and have historically seen significant exchange rate volatility as a result of commodity price variations. Our financial results are presented in US Dollars and these results are sensitive to either a relative strengthening or weakening against the US Dollar of the major currencies to which we are exposed which has been evidenced since year end by the volatility of the Russian Rouble exchange rate.

The Group employs a number of mechanisms to manage elements of exchange risk at a transaction, translation and economic level. Where possible we will seek to naturally hedge our exposures through matching currency revenue and expenditure which we are able to do by contracting our revenues in either US Dollar or local currency. In some situations, we have been able to hedge our Balance Sheet exposure by matching local currency assets with local currency liabilities. Where this is not possible, we may seek to hedge our currency exposures through the purchase of forward contracts. In terms of the overall economic risk we monitor our exposure to all of the key markets in which we operate. We aim to maintain a diversified geographical exposure without being overly reliant on any single country of operation.

Summaries of our geographical exposure and the sensitivity of our results to foreign exchange movements are included in Notes 5 and 21 to the financial statements.

Cyber security risk

Cyber security risk was elevated in 2021 due to the increasing prevalence of cyber attacks around the world. However, as a result of the cyber attack we experienced at the end of 2021, cyber security has come to the forefront of our business and additional security measures have been implemented to enhance our environment to minimise the potential of such an attack happening again. We have engaged with third parties who have started on a project to strengthen our IT environment both from a security point of view as well as business recovery planning. Additional security software has been purchased and implemented and will continue to be a key focus for 2022.

Our operations continue to be increasingly dependent upon various IT systems, especially with an increased number of employees working from home. Threats to IT systems associated with cybersecurity risks continue to grow and evolve including targeted attacks through viruses, malware, phishing as well as potentially by employees within our network. An increased area of interest and risk is the requirement to make key rig control systems remotely accessible and therefore a potentially bigger target for malicious activities with larger impacts (e.g. financial, reputational, environmental and safety). The risks associated with these include the loss of revenue, key back office systems, penalties for loss of sensitive personnel and customer data, as well as a potential loss or misappropriation of funds, damage to our reputation and potential for litigation.

KCA Deutag Alpha Limited

Strategic Report (continued)

Energy Transition risk

Oil as an energy source is going through a period of major change where it will eventually no longer maintain its dominant position and over time will be replaced with alternative energy sources such as gas, nuclear, solar, wave and wind. The political and public awareness focus on this has increased driven by concerns around climate change. It is driving public opinion and consumer decision making which is increasingly influencing business and political policy.

Investors are now increasingly focusing on a company's approach towards policies on Environment, Social and Governance (ESG). There is a strong push from many clients towards environmental sustainability, e.g. reducing carbon footprint, eliminating waste, recycling and alternative energy sources. In 2022 we will issue our first Sustainability Report which focused on measuring our corporate carbon footprint and using this baseline data to inform our Sustainability Strategy.

To be sustainable as a business in the medium to long term and ensure access to markets, business opportunities and investors it is becoming essential to diversify into the wider alternative energy market. The risk of not doing this would be to impair our ability to have a profitable and sustainable long-term future as a business.

KCA Deutag is well positioned to leverage our DNA in this technology space. The Group has defined a Growth Strategy which includes 'Capture New Markets' and a dedicated technology focus which provides governance and oversight of energy transition technologies, new drilling related technologies and digital technology.

Ethics and violation of applicable anti-corruption laws

We are an international business with operations in developing countries and in countries which are high on the Corruption Perceptions Index published by Transparency International. Violation of anti-corruption laws may result in criminal and civil sanctions and could subject us to other liabilities in the UK, the US and elsewhere. Legislation in the areas of ethics, bribery and tax evasion continue to evolve and place increasing responsibility on businesses to behave to a very high standard supported by the appropriate processes, controls and other safeguards.

We have developed an ethics & compliance programme which is supported by policies and procedures designed to assist our compliance with applicable laws and regulations and have trained our employees to comply with such laws and regulations. We have enshrined business integrity as one of our six Core Values and foster a compliance culture within our operations. We have put in place appropriate assurance processes to monitor compliance and seek to continuously improve our systems of internal controls and to remedy any weaknesses.

Financial and Working Capital risk

Our ability to service our debt and other financial obligations depends in large part on the levels of cash flow generated in our business. A surplus of cash would allow the Group to grow and manage the changes in business activity levels over time.

Where possible the Group seeks to secure long term debt financing which provides access to funds for a number of years into the future. The Group has sought to diversify its access to debt markets away from wholly traditional bank debt towards institutional debt by way of the corporate bond markets. Periodic reviews of fixed rate and variable rate interest rate exposures are also made with the aim of maintaining a balance between the two.

From time to time, we may need to access the capital markets to obtain long term and short-term financing. Our ability to access these financial markets could be limited by, amongst other things, oil and gas prices, our capital structure, credit ratings issued on our debt by credit rating agencies, the overall health of the global oil & gas market or the global economy in general. Whilst we try to access markets when conditions are favourable there is no guarantee of our ability to access these capital markets in the future.

Careful monitoring of cashflows and forecasts equips the business with the necessary analytics to monitor the situation and deal with any underperformance using tools such as further cost savings or capex reductions. The Group have continued to utilise and expand upon a number of 'self-help' mechanisms, including, but not limited to proactive working capital management and detailed monitoring of EBITDA forecasts, inventory optimisation, cost reduction initiatives and weekly cash forecasts and cash calls. All significant growth capital expenditure is approved by the Board.

Human capital risk

All of the services and operations which we perform require a diverse highly skilled and well-trained work force to provide the front-line services, as well as to support the fundamental business processes and control mechanisms. Across the oil & gas industry generally there has been an aging of the workforce which has been compounded in recent years by the industry downturn and a large reduction in the number of new recruits entering the sector. Continued access to a diverse pipeline of talent to be able to provide skilled staff and future management resources for the Group are critical.

KCA Deutag Alpha Limited

Strategic Report (continued)

During 2021 the Group has continued to see an increased focus on nationalisation as a result of the limitations imposed by the pandemic as the mobility of expatriate employees has been impacted. The business must also position itself to source and deploy the right skills and experience to support operational growth as we target opportunities in the energy transition space.

Over the past few years, the Group has invested significantly in enhancing our processes and systems around human resources. We seek to provide our staff with a dynamic and supportive work environment and to remunerate them fairly in each of the markets in which we operate. Where the employees have the appropriate skills, ability and desire to progress we have put in place the necessary management tools to help them pursue their career ambitions with KCA Deutag. We have succession planning tools to assist in identifying and developing a diverse future talent pool and to help to ensure that we have the appropriate management resources to lead the Group in the future.

Local market risk

All the markets in which we operate continue to change and evolve as local political and economic influences impact the industry in which we operate. In certain markets, such as in West Africa, we have also seen an increasing trend and pressure from governments to increase the local content of the services which we provide, both in terms of the provision of local skilled personnel as well as the focus on in-country value through the use of local suppliers or supply chain for the provision of goods or services. Where this can be achieved in a planned and structured way it can have benefits both for the local economies in which we operate, as well as allowing us to provide a more efficient and effective service to our clients.

We have a good track record of training and developing local staff in many of the countries in which we operate and so far as possible sourcing equipment locally, where this is cost effective and quality can be assured. As a result we have achieved a high rate of staff nationalisation in the markets in which we operate.

In some of our markets we have seen increasing influence from National Oil Companies where governments have sought to secure greater control and increased future participation in the economic benefits of their oil & gas assets. These companies have started to change the nature of the relationships with service companies and increasingly look to work through joint ventures or alliances which are also often closely aligned to local content. We will have to be prepared to work with these new models if we are to retain and grow our future business in these locations.

Globalisation is slowing down and we are seeing increasing protectionism in countries like the US, Russia and China. The Group does not expect the impact to be significant given the wide geographical exposure we have with a strong presence in each of the local markets in which we operate.

Oil & gas market risk

The Group operates in the oil and gas sector which is a market driven, cyclical industry where activity is closely correlated with the market prices for oil and gas. Changes in these prices may lead to an increase or decrease in our activity levels. From mid-2014 and continuing through 2016 we saw a rapid and sustained reduction in market prices for oil and gas which has reduced activity throughout the industry as new projects were cancelled or delayed. The oil price generally remained at lower levels through to early 2020 leading to a prolonged period of reduced levels of activity in the oil and gas sector during those years. Subsequently the global Coronavirus pandemic had a further negative impact on oil prices, the global economy, market conditions, customers and governments. This had a material negative impact on our business as almost all customers either reduced their level of operation or sought pricing discounts. Often in these circumstances we also see an increase in litigation and customer claims as clients attempt to minimise their costs and manage budgets.

We mitigate the impact of this risk through endeavouring to secure longer term contracts with our clients where possible, together with contractual protection for early termination. Many of our clients own oil and gas assets where the lifting costs are at the lower end of the spectrum and hence are still able to make positive returns even at lower energy prices. Most of our activity is in the eastern hemisphere where the economic cycles have historically been less volatile than in the western hemisphere. Where possible we employ a flexible resourcing model so that we are able to change manning levels as activity changes. Each of our business units has different exposure and sensitivity to changes in energy prices with RDS and Bentec being the most susceptible to reduced activity as their work is generally linked to new capex spend by our clients.

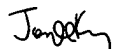
We operate a governance structure which aims to ensure that potential risks on contracts and projects are identified through review and challenge prior to execution. Our internal commercial and legal processes ensure that deviations to standard contracting principles must have the appropriate review and approval prior to commitment. This, together with robust contract assurance programmes and effective record retention, provides us with the ability to rigorously defend commercial claims as and when they arise.

KCA Deutag Alpha Limited

Strategic Report (continued)

In direct response to the COVID pandemic the business established a crisis management group overseen directly by the executive team who met three times a week to track and support agile decision making in response to the fast-changing landscape. Detailed contingency planning was completed at a country level to support focusing on the health and wellbeing of our employees and maximising our ability to support and maintain our ongoing operations.

On behalf of the Board of Directors



J Elkhoury
Chief Executive Officer, KCA Deutag Alpha Limited
12 May 2022

KCA Deutag Alpha Limited

Corporate Governance Report

For the year ended 31 December 2021, under The Companies (Miscellaneous Reporting) Regulations 2018, the Group has applied the **Wates Corporate Governance Principles for Large Private Companies** (published by the Financial Reporting Council ('FRC') in December 2018 and available on the FRC website).

The Group continues to have a strong focus on Corporate Governance and seeks to comply with the Wates Principles where practical and possible.

Principle 1 – Purpose and leadership

With over 130 years of experience, KCA Deutag is one of the world's leading drilling, engineering and technology companies working onshore and offshore with a focus on safety, quality and operational performance.

We operate approximately 105 drilling rigs, either directly or on behalf of our customers, employing people in Africa, Europe, Russia, the Middle East, the Caspian Sea and Canada.

Our aim is to be recognised as the world's most successful drilling, engineering and technology company through measurable performance improvement, delivering safe, effective and trouble-free operations.

We have a guiding behavioural framework and six Core Values which define our purpose, goals and behaviours. This is reinforced with communication and training for employees on how they can contribute as well as the expected behaviours at differing levels within the Group. This builds on the Group's existing commitment to good governance and social responsibility. The Group promotes, amongst many other things, positive health, safety and wellbeing for all its staff; ethical business practices; working with local community initiatives; and a culture of environmental stewardship in all its activities.

Principle 2 – Board Composition

The Group has a separate Chairman and Chief Executive to ensure that the balance of responsibilities, accountabilities and decision making across the Group are effectively maintained. The Chairman plays a pivotal role in creating the conditions for overall Board and individual director effectiveness.

The Directors have equal voting rights when making decisions, although certain matters are reserved for the Group's ultimate shareholders as defined in the investment agreement between the ultimate parent company and its shareholders. All Directors have access to the advice and services of the Group General Counsel and may, if they wish, take professional advice at the Group's expense. Under the investment agreement, the Group's major shareholders are also able to appoint observers to attend Board meetings on their behalf.

The KCA Deutag Alpha Limited Board is comprised of independent non-Executive Directors as well as the Group's Chief Executive and Chief Financial Officers. The size and composition of the Board is appropriate to a Group of our size and complexity. A biography for each member of the Board can be found on the Group's website: <https://www.kcadeutag.com/howeare/Pages/Meet-the-leadership-team.aspx>

The Executive Management Team ensures that the values, strategy and culture are aligned, implemented and communicated to the workforce most notably through regular Executive Management Team meetings as well as Town Hall webinar presentations that are available to all employees worldwide to attend.

As a result of the recent changes to the Group's Board and Executive team, steps have been taken to broaden diversity. We are committed to making the Group an ever-more inclusive environment, thereby fostering a more diverse workforce which should further increase diversity at the most senior levels.

Principle 3 – Director Responsibilities

Accountability

Good governance supports open and fair business, ensures that the Group has the right safeguards in place and makes certain that every decision it takes is underpinned by the right considerations. Whilst Board oversight is always maintained, key decisions are made by the individuals and committees with the most appropriate knowledge and industry experience.

The Board has a programme of meetings every year and each Board member has a clear understanding of their accountability and responsibilities.

The Directors and Committee members are asked to declare their interests at the start of each Board/Committee meeting so as to avoid any conflict of interest issues. As part of the annual external audit, each Director is required to complete a Related Party information request, in which they disclose any directorships and/or substantial shareholdings they may have in non-Group companies.

KCA Deutag Alpha Limited

Corporate Governance Report (continued)

Committees

Audit Committee

The Committee's primary concerns are the integrity of the Group's financial statements; the effectiveness of internal controls; enterprise risk management; the performance of the internal audit function; the performance and independence of the external auditors; and the Group's compliance with legal and regulatory requirements.

The Committee has clearly defined terms of reference which were updated and revised early in 2021. These outline the Committee's objectives and responsibilities relating to financial reporting, internal controls, risk management as well as overseeing compliance with legal and regulatory requirements and the application of appropriate accounting standards and procedures. Specific responsibilities include reviewing and recommending for approval the annual financial statements, reviewing the Group's accounting policies, reviewing the effectiveness of internal controls, internal audit and risk management processes and reviewing the scope, results and terms of engagement of the external audit.

The Audit Committee meets quarterly and more frequently if required.

Remuneration Committee

The Remuneration Committee has clearly defined terms of reference which have also been updated as a result of the Group restructuring and will be reviewed annually. The Committee, which meets at least three times a year, is responsible for making recommendations to the Board concerning the Group's remuneration strategy, recruitment framework and long-term incentive plans for senior executives. In doing so, the Committee takes advice from independent external consultants who provide updates on legislative requirements, best market practice and remuneration benchmarking, drawing on evidence from across the sectors in which the Group operates and from other sectors. Pay is aligned with performance and taking into account fair pay and conditions across the Group's workforce. The Group's remuneration policy for executives is consistent with companies of a similar size and complexity, as well as other companies operating within the oil and gas sector. The Directors' remuneration is disclosed on page 79 (note 27).

The Committee's primary objective is to set remuneration at a level that will enhance the Group's resources by attracting, retaining and motivating quality senior management who can deliver the Group's strategic ambitions within a framework that is aligned with shareholder interests.

The Committee firmly believes that retaining the best people on the right remuneration, with an emphasis on performance-related pay, strengthens the Group's ability to face challenges emanating from economic and market change, and to deliver long-term sustainable value for all stakeholders.

Ethics Committee

The Group's Ethics Committee is chaired by the Head of Legal and meets on a quarterly basis. Attendees are the Chief Executive Officer, Chief Financial Officer, Business Units Presidents/Senior Vice Presidents, Senior Vice President, HR and the Group's Head of Operational Integrity and HSSE. The quarterly meetings cover a standing agenda around five key areas, namely: Anti-Bribery and Corruption, Third Party Risk Management, Export Controls and Sanctions, Emerging Legislation and Investigations. A summary of matters discussed by the Ethics Committee is also discussed at the Audit Committee.

Risk Management Committee

The Risk Management Committee, consisting of the Chief Executive Officer, Chief Financial Officer, and Group General Counsel, supported by business unit and functional leads, ensures that inherent and emerging Group risks are identified and managed appropriately and in a timely manner. The Committee meets on a weekly or as required basis to deal with any specific risk-related items and to consider investment decisions on new projects and contracts.

The Board remains satisfied that the composition of the Committee strengthens the Group's approach to risk management and mitigation and that the Committee remains focused on the key risks affecting financial and operational performance.

To support the Committees' work and to enhance the cohesion of the Group's risk management approach, including the cascade of Group-wide messages and lessons learnt, heads of business units and functions attend meetings as required to discuss their respective risk management and mitigation plans.

Executive Management Team

The Board delegates authority for day-to-day management of the Group to the Executive Management Team under the leadership of the Chief Executive according to an agreed Group Authorisation Matrix.

The Executive Management Team meet regularly and consists of individuals responsible for the strategic business units and key functions. A biography for each member of the Executive Management Team can be found on the Group's website: <https://www.kcadeutag.com/whoweare/Pages/Meet-the-leadership-team.aspx>

KCA Deutag Alpha Limited

Corporate Governance Report (continued)

The Executive Management Team's duties include formulating strategy proposals for Board approval and ensuring that the agreed strategy is implemented in a timely and effective manner.

Integrity of information

The Board receives regular information on all key aspects of the business including health and safety, risks and opportunities, the financial performance of the business, strategy, operational matters, and market conditions, all supported by Key Performance Indicators (KPIs).

Key financial information is collated from the Group's various accounting systems. The Group's finance function is appropriately qualified to ensure the integrity of this information and is provided with the necessary training to keep up to date with regulatory changes. Financial information is currently externally audited by PricewaterhouseCoopers LLP on an annual basis, and financial controls are reviewed by the Group's internal audit function. Other key information is prepared by the relevant internal function. Processes for collecting data, as well as the reporting of that data, is reviewed on a cyclical basis by the Group's internal audit function with quarterly reporting provided to the Audit Committee.

Principle 4 – Opportunity and Risk

The Board seeks out opportunity whilst mitigating risk.

Opportunity

Long term strategic opportunities are highlighted in the annual Group budgeting and business planning process which results in the budget and five year plan being presented to the Group Board each year. The Board seeks out opportunities drawn from the business as well as those presented to the shareholder group. Short term opportunities to improve performance, resilience and liquidity within the Group are collated through the weekly meetings of the Risk Management Committee.

Risk

The Group has an Enterprise Risk Management framework which consolidates the risk registers across the Group for any changes in underlying conditions. Risk registers are reviewed and updated twice-yearly by the Business Units and corporate functions to ensure they reflect the current risks facing the business. Annual presentations of the most significant risks are made by the Business Units and corporate functions to the Risk Management Committee.

Management continues to refine and enhance the Group's risk management framework and risk registers and works to ensure consistency across the Group. The Group's key operational risks and mitigations are outlined in the Strategic Report (on pages 7 to 16).

The Group's Strategic Risk Report which is presented to the Audit Committee and the Board on an annual basis includes key risks that are monitored by the Risk Management Committee and the Board. The Group's systems and controls are designed to manage, rather than to entirely eliminate, the risk of failure to achieve business objectives and can only provide reasonable and not an absolute assurance against a risk materialising.

Responsibilities

The Group has developed an Operating Framework based on its World Wide Standards which encapsulates the Group's operating rules, processes, best practice standards and delegated authorities.

Specifically, the Group Board approves an annual Budget and Business plan, any contract above a certain value or any transaction that requires an unbudgeted allocation of capital (as described in the Group Authorisations Matrix), to ensure that the appropriate level of diligence has been performed in understanding the obligations, risks and terms of the contract. This enables the Group to protect the integrity and long-term sustainability of all its businesses, to meet its strategic objectives and to create value for all its stakeholders.

The Group's Risk Management Committee performs an oversight role in terms of the management and mitigation of risk within the Group's operations as well as reviewing new business opportunities before they are approved.

KCA Deutag Alpha Limited

Corporate Governance Report (continued)

Principle 5 – Remuneration

The Remuneration Committee's primary objective is to set remuneration at a level that will enhance the Group's human resources by securing and retaining quality senior management who can deliver the Group's strategic ambitions in a manner consistent with both its purpose and the interests of its shareholders.

The Group is an active equal opportunities employer and promotes an environment free from discrimination, harassment and victimisation, where everyone receives equal treatment and career development regardless of age, gender, nationality, ethnic origin, religion, marital status, sexual orientation or disability. All decisions relating to employment practices (including remuneration) are objective, free from bias and based solely upon work criteria and individual merit.

As part of the Group's focus on Diversity, the Group set up a Gender Diversity Group Forum based in the Group Corporate Office in Aberdeen, comprising of a number of managers who have been tasked with looking at areas which impact all our employees. These have included flexible working initiatives and the impact of unconscious bias in the workplace.

Principle 6 – Stakeholders

The Board is clear that good governance and effective communication are essential on a day-to-day basis to deliver our purpose and to protect the Group's brand, reputation and relationships with all our stakeholder community including shareholders, customers, employees, suppliers and the local communities in which we work. The Board continues to seek to align the Group's strategic direction with its purpose and to the shareholders' long-term aspirations for sustainability and growth.

The Group's Chief Executive and Chief Financial Officer provide the primary communication route between the Executive Management Team, the Board and the shareholders. Under the shareholders' investment agreement, the shareholders have the right to appoint Directors to the boards of group companies, including the Company, as well as sending observers to attend board meetings of KCA Deutag International Limited, the Group's ultimate parent company. The appointments of the current non-executive directors of KCA Deutag International Limited have been approved in accordance with the terms of the shareholders' investment agreement.

External impacts

The Board is committed to social responsibility, community engagement and environmental sustainability. It achieves this in part through its commitment to: a culture of zero harm (ensuring the safety, health and wellbeing of everyone who works with us); creating positive environmental and social impact; and seeking to be an employer of choice where everyone is valued and respected.

Stakeholders

The Board promotes accountability and transparency with all external stakeholders.

The Group also has in place its six Core Values which provide the framework for effectively leading, supporting and managing employees. The Group CEO hosts Town Hall webinar meetings to provide a briefing on the Group's performance and allows individuals to raise questions and concerns. The Group monitors its employees' commitment to its guiding framework by asking members of senior management to submit a quarterly declaration confirming whether they have complied with the key requirements of critical World Wide Standards. All Group employees complete an annual appraisal with their line manager. This appraisal process is linked directly to each of the Group's six Core Values giving a strong linkage of individual performance to these values.

If any employee wishes to highlight any inappropriate behaviour, they can contact the independent whistleblowing services provider and a formal investigation follows.

The Executive Management Team has overseen a number of initiatives over the past few years to improve employee relations by seeking to expand the menu of flexible benefits on offer, encouraging more flexible working practices and wellbeing initiatives and updating the Group's intranet platform and channels of communication to share information, best practice, achievements and success.

The Group continues to comply with legal requirements in the UK in respect of Gender Pay Reporting and Payment Practices and Performance Reporting, both of which are published externally. The Group is constantly looking to improve in its engagement with all stakeholders as these relationships are key to ensuring that the decisions made by the Group reflect the interest of all. The Group's website (www.kcadeutag.com), intranet and social media channels provide extensive and up-to-date news on recent developments as well as regular updates from the Chief Executive via his blog.

KCA Deutag Alpha Limited

Corporate Governance Report (continued)

During 2021 Joseph Elkhoury has continued to seek to increase employee engagement levels by conducting virtual visits to Group locations and rigs, as well as initiating “Chat with Joseph” sessions where small groups of staff have the opportunity to ask questions in an informal setting via video-conference. He also continues to engage with employees on a one-to-one basis in order to understand the current state of the business and concerns faced by employees.

Since his appointment as Chief Executive Officer in 2019, Joseph launched several *#enhancethebrand* improvement initiatives. These initiatives are led by separate teams that combine diverse groups of employees from different functions, business units and organisational levels to encourage proactive collaboration across the Company. One initiative in particular takes a bottom-up approach, the **SKORE** initiative, which encourages employees to provide process improvements to eliminate waste and reduce cost through Streamlining, Kollaboration, Outperforming, Retaining and Expanding. This initiative is aimed at ensuring the Group operates in an efficient and cost-effective manner while also looking to increase employee engagement, accountability and ownership.

Activities of the Board in 2021

The Board operates a forward agenda of standing items appropriate to the Group’s operating and reporting cycles. Items requiring Board approval or endorsement are clearly defined whilst other items are for monitoring or reviewing progress against strategic priorities, risk management or the adequacy of internal controls.

During 2021 the Board

- Approved the Annual Accounts and Report for 2020;
- Set the Group’s 2021 budget and five year business plan;
- Approved a capital reduction as part of the post-restructuring step plan;
- Considered the allocation of capital to support the rolling five year business plan;
- Received detailed reports on the Group’s operating and financial performance;
- Gave consideration to the Group’s safety performance;
- Received updates on progress against strategic programmes and tested the overall strategy against the delivery of shareholders’ long term objectives;
- Frequently considered the evolving economic, political and market conditions, in particular with respect to the ongoing COVID-19 pandemic;
- Considered competitor behaviour, assessing KCA Deutag’s performance in comparison to its peers;
- Considered opportunities for organic growth and growth via Merger & Acquisition activity;
- Considered and agreed in principle a set of targets for the acceptable level of liquidity;
- Reviewed the Group’s forecast funding requirements, debt capacity and potential financing options that would enable achievement of the desired targets;
- Reviewed cash forecasts, cash management and status reports on the Group’s funding;
- Reviewed key risks, together with the adequacy of mitigation controls;
- Considered future potential capital investment opportunities with an assessment made on risk versus reward;
- Received regular reports from the Chairs of the Audit and Remuneration Committees;
- Considered the continued personal development of the Executive Management Team, including senior management succession planning;
- Evaluated the short and long terms trends in the oil and gas sector that would help to inform the wider business strategy and the Group’s long term planning process;
- Considered the data and narrative relevant to the Group’s Gender Pay Reporting and Payment Practices Regulations; and
- Approved the annual statements on the Group’s policies on anti-slavery and human trafficking, anti-bribery and corruption and the Group’s tax strategy, which can all be found on the Group’s website <http://www.kcadeutag.com>

KCA Deutag Alpha Limited

Corporate Governance Report (continued)

External Auditors

The Audit Committee assesses the effectiveness of the Group's external auditors' performance every year after completion of the annual audit plan and during 2021 the Audit Committee evaluated their performance in relation to the 2020 audit. The evaluation takes the form of discussions with Management and other members of the Executive Management Team. The calibre of the external auditors, their governance, independence and professionalism continues to receive good feedback. Both management and the external auditors are committed to a positive working relationship that enhances the effective and efficient execution of the audit process.

During 2021, the Group undertook a competitive tendering process for the appointment of the Group's external auditors for 2022 and subsequent years. As a result of this process, the Board has decided to appoint EY to replace PricewaterhouseCoopers LLP as the Group's external auditors.

As it is privately owned, the Group is not subject to the same external restrictions in terms of non-audit work provided by the external auditors as if it were a public company, but for good governance has chosen to implement its own policy in relation to the level of their remuneration and the extent of their non-audit services.

Throughout 2021 the Audit Committee was satisfied that the Group's external auditors' engagement policy had been complied with and concluded that the external auditors remained objective and independent and that the audit process was robust.

KCA Deutag Alpha Limited

Financial Review

Overview

The financial statements of the Group for the year ended 31 December 2021 have been prepared in accordance with UK-adopted international accounting standards (UK IFRS) in conformity with the requirements of the Companies Act 2006 and are presented in US Dollars, which is the principal functional and presentational currency of the Group's income streams and cash flows. Group profit after tax was \$25.0 million after including a number of exceptional items described below, compared with a profit after exceptional items of \$8.7 million in 2020. Excluding exceptional items, which generated a tax credit of \$0.9 million (2020: \$30.9 million), the profit after tax was \$31.6 million (2020: loss \$198.6 million).

Trading Performance

Note 5 to the financial statements sets out the segmental analysis of the business analysed between Offshore Services, RDS, Land Drilling and Bentec, highlighting EBITDA performance before exceptional items which is the key financial performance indicator that the Group uses for its operations.

The following table sets out the 2021 figures:

	Revenue 2021 \$m	EBITDA* 2021 \$m	Operating profit (profit/(loss)) 2021 \$m	EBITDA Margin 2021 %
Offshore Services	573.3	103.0	91.3	18.0
RDS	36.2	3.1	2.4	8.6
Land Drilling	490.6	142.6	20.3	29.1
Bentec	96.2	5.4	0.8	5.6
Central overheads / exchange	-	(16.7)	(27.5)	-
	1,196.3	237.4	87.3	19.8

* before exceptional items

The above table has been extracted from Note 5 to the financial statements, which also includes the comparative information for 2020.

Group revenues increased by 2.4% from 2020, primarily due to higher revenues from Offshore Services and Bentec offsetting lower Land Drilling and RDS revenues. Offshore Services revenues have seen an increase as a result of the full year impact of the Turan procurement and warehouse management contract and from the CAT J contract in Norway in particular from increased reimbursable activity and the strengthening of the Norwegian Krona exchange rate. Bentec have had an additional rig sale in 2021 which has increased its revenues. These have been partially offset by reduced Land Drilling revenues, which have been impacted by Middle East activity being lower, and RDS having reduced activity year on year. The EBITDA margin decreased in 2021 to 19.8% from 21.7% in 2020. This decrease in margin is primarily a result of the continued impact of customer discounts which had to be provided in response to the pandemic and the relative mix between the business units, being partially offset by continued cost control programmes undertaken across the business.

Offshore Services EBITDA was higher in 2021 due to relatively strong performance in all locations except Norway. The growth in EBITDA from 2020 has resulted from a full year of the new procurement contract in Azerbaijan.

In Land Drilling the results were negatively affected by the full year impact of some of the operational activity reductions that took place in 2020 as a result of the pandemic. In particular there has been reduced activity in Oman which was partially offset by increased activity in Kuwait with the start-up of the second rig during 2021 and increased activity in Nigeria. Everywhere else we had lower levels of EBITDA as activity decreased.

RDS activity has remained stable in 2021 with higher activity in brownfield and greenfield activity being relatively flat year on year.

Bentec delivered a higher EBITDA result with two rigs delivered compared to one in 2020. The underlying activities in rig component sales have increased compared to 2020, with after sales revenues still being slow in 2021. The remaining four of the seven rig order for a customer in Russia are scheduled for delivery during the first half of 2022.

Depreciation and Amortisation

Depreciation of the Group's tangible assets totalled \$101.7 million (2020: \$169.0 million) of which \$97.5 million (2020: \$164.0 million) related to depreciation of drilling rigs and equipment. Amortisation of intangible assets, which consist of the value of customer relationships and contracts, trade names and technology, amounted to \$3.5 million (2020: \$14.6 million). Depreciation of right of use assets of leased equipment amounted to \$37.4 million (2020: \$27.6 million).

KCA Deutag Alpha Limited

Financial Review (continued)

Exceptional Items

The Group incurred the following exceptional items which are separately disclosed within Notes 10 and 11 to the financial statements:

- During 2021, a \$7.4 million charge was recorded in respect of reorganisation costs primarily relating to the Group's cost reduction initiatives, redundancy expenditure including COVID-19 related costs, along with professional fees associated with the Group's strategic activities looking at potential mergers and acquisitions (Note 10).
- The Group has booked a charge of \$0.8 million (2020: \$0.8 million) in Bentec relating to a continuing dispute in Ukraine, together with certain other related costs.
- In December 2021, an accrual of \$5.2 million was recorded in respect of costs involved in responding to a cyber-attack which restricted access to a number of the Group's back-office systems, predominantly costs involved in the restoration of system access. The cash will be spent in 2022.
- An exceptional credit in respect of the reversal of a \$5.9 million impairment charge previously recorded in respect of the Group's Nigerian rig fleet which was sold during Q1 2022.

During 2020 the Group incurred the following exceptional items which are separately disclosed within Notes 10, 11, 12 and 13 to the financial statements:

- On 21 December 2020, the Group closed its financial restructuring whereby its secured debt was reduced from c. \$1.9 billion to c. \$500 million via a debt for equity exchange with its secured lenders. As a result of this transaction, an exceptional gain of \$694.6 million was reflected in the Income Statement. The gain represented the net impact of extinguishing \$2,068.4 million of pre-existing bank debt, accrued interest and capitalised fees, and replaced it with the issuance of new five year \$500 million Senior Secured Notes and \$800 million in respect of equity issued by the Group's new ultimate parent company, which was lent to the Group and subsequently capitalised before the end of the year. Costs expensed associated with the restructuring process totalled \$73.8 million.
- Goodwill impairment charges totalling \$218.3 million were recorded in 2020 in relation to the Group's Land Drilling Business Unit (\$120.6 million), Bentec Business Unit (\$74.6 million) and RDS Business Unit (\$23.1 million) (see Note 12).
- Intangible asset impairment charges totalling \$92.6 million were recorded in 2020 (see note 13). These related to \$45.1 million in respect of the Group's trade names and \$47.5 million in respect of the Group's customer relationships and contracts.
- Impairment charges totalling \$199.7 million were recorded in 2020 (see note 11) in respect of certain of the Land Drilling Business Unit's Property, Plant and Equipment.
- During 2020, a \$6.8 million charge was recorded in respect of reorganisation costs primarily relating to the Group's cost reduction initiatives, redundancy expenditure, along with professional fees associated with the Group's strategic activities looking at potential mergers and acquisitions (Note 10).

Finance Costs

Net finance costs for the Group in the year amounted to \$57.7 million (2020: \$206.9 million) and the analysis is shown in Note 7 to the financial statements.

During the year the Group amortised \$1.2 million (2020: \$8.8 million) of debt arrangement fees, relating to the Group's Senior Secured Notes.

The net exchange gain of \$6.7 million (2020: loss \$11.1 million) includes accounting gains or losses arising on non-functional currency debt, including a net exchange loss of \$0.3 million (2020: gain \$1.8 million) arising on revaluation of US Dollar debt held in the Balance Sheet of Group companies whose functional currency is denominated in Sterling. It also includes accounting gains of \$8.0 million (2020: loss \$9.1 million) arising on non-functional currency pension liabilities.

KCA Deutag Alpha Limited

Financial Review (continued)

Taxation

Notes 9 and 23 to the financial statements set out the analysis of the Group's tax charge and breakdown of deferred tax respectively along with the Group's effective tax rate.

The 2021 total tax charge of \$4.6 million (2020: \$3.0 million) has increased slightly from 2020. There was a decrease in taxable profits which have resulted in a lower current tax charge of \$27.8 million (2020: charge of \$36.6 million). There was also a reduction in deferred tax credits arising in the year of \$23.3 million (2020: credit of \$33.6 million).

Net income tax liabilities in the Group Balance Sheet include \$12.9 million (2020: \$15.9 million) relating to uncertain tax positions where management has had to exercise judgement in determining the most likely outcome in respect of the relevant issue. Where the final outcome on these issues differs to the amounts provided, the Group's tax charge will be impacted. Cash taxes paid in the year were \$33.4 million (2020: \$35.6 million).

Capital Investment

During the year a total of \$40.4 million (2020: \$46.8 million) was invested in fixed assets, of which \$39.5 million related to drilling rigs and equipment (2020: \$45.8 million).

Group Cash flow and Debt

The Group's cash flow and debt movements in the year were as follows:

	2021 \$m	2020 \$m
Net debt at start of year	(292)	(1,724)
Cash generated from operating activities	212	220
Capital expenditure and investments, net of disposal proceeds	(42)	(42)
Non-cash extinguishment of debt, net of new bond issuance	-	1,404
Exceptional costs of refinancing and extinguishment of debt	(5)	(69)
Tax paid	(33)	(36)
Interest paid - net	(49)	(8)
Acquisition of additional shares in subsidiary	(5)	-
Lease payments	(47)	(33)
Dividends paid	(11)	(7)
Exchange rate and other non-cash effects	(2)	7
Capitalised arrangement fees amortised	(1)	(11)
Capitalisation of new arrangement fees	-	7
Net debt at 31 December	(275)	(292)

Net debt is defined as the excess of the Group's long and short term borrowings (including overdrafts) over cash, cash equivalents other deposits and capitalised debt arrangement fees. At the end of 2021, the Group held cash balances of \$218.8 million (2020: \$201.5 million).

KCA Deutag Alpha Limited, its affiliates, or other related parties may or may not opportunistically purchase debt in one or more series of open market transactions from time to time.

Borrowings

At 31 December 2021 the Group's total bank borrowings were \$500.0 million (2020: \$500.9 million), 100.0% (2020: 99.8%) of which is due to mature in more than one year and 100.0% (2020: 100.0%) of the borrowings were at fixed rates.

Pensions

At 31 December 2021, the Group had a total of \$126.3 million (2020: \$151.8 million) of liabilities relating to various defined benefit pension schemes. The largest element thereof was \$123.6 million (2020: \$139.8 million) relating to unfunded liabilities in Germany where the Group pays out pensions to scheme members after retirement.

In the UK, the Group's two defined benefit pension schemes had a net deficit totalling \$2.7 million (2020: \$12.0 million) which is being funded by the Group over the medium term.

KCA Deutag Alpha Limited

Financial Review (continued)

Going concern

The Group regularly monitors its funding position throughout the year to ensure that it has access to sufficient funds to meet its forecast cash requirements. Forecasts are regularly produced to give management's best estimates of forward liquidity, leverage and forecast covenant compliance as defined in the Group's loan documentation. This is done to identify risks to liquidity and covenant compliance and to enable management to formulate appropriate and timely mitigation strategies.

At the year end the Group has a strong liquidity position and has headroom under its financial covenants which form a part of these facilities. The Directors have reviewed the most recent projections and forecasts as prepared as part of its budgeting and strategic planning process, along with assessing severe but plausible downside sensitivity scenarios and their potential impacts on Group profitability and cash generation over the same period. The scenarios considered by the Board include testing the impact on liquidity of the potential complete shut-down of the business in Russia during 2022 as a result of sanctions being implemented, and the possible impact of a range of resulting impairment charges which may arise. The Group's limited financial covenants (which only apply to a guarantee facility) do not include any tests, such as tests based on Group net assets, which may be impacted by any such impairments. By completing this analysis, these projections indicate that the Group's liquidity and covenant headroom is adequate. Therefore, the Directors are confident that the Group has sufficient covenant headroom as well as adequate cash resources to meet all of its liabilities as they fall due for at least the next 12 months. For these reasons the Directors consider it appropriate to prepare the Group's financial statements on a going concern basis.



N Gilchrist
Chief Financial Officer, KCA Deutag Alpha Limited
12 May 2022

KCA Deutag Alpha Limited

Corporate Information

Board of Directors

J Elkhoury	
N Gilchrist	
S Al Qahtani	(appointed 7 January 2021)
A Durkin	(appointed 7 January 2021)
T Ehret	(appointed 7 January 2021)
M Moufarrej	(appointed 7 January 2021)
P Thomas	(appointed 7 January 2021)

Registered Office

1 Park Row
Leeds
LS1 5AB

Principal Bankers

HSBC Bank plc
95 – 99 Union Street
Aberdeen
AB11 6BD

Independent Auditors

PricewaterhouseCoopers LLP
Chartered Accountants and Registered Auditors
7th Floor
The Capitol
431 Union Street
Aberdeen
AB11 6DA

KCA Deutag Alpha Limited

Directors' report

The Directors present their report on the affairs of KCA Deutag Alpha Limited ("the Company") and its subsidiary undertakings (together "the Group"), together with the audited consolidated financial statements, for the year ended 31 December 2021.

Strategic Report and Principal Activities

The Company's principal activity is as a holding company whose principal subsidiary undertakings provide drilling and related well and facilities engineering and technology services on a worldwide basis to the energy industry.

Further information regarding the Group, including important events and its progress during the year, events since the year end and likely future development is contained in the Chairman's Statement and in the Strategic Report on pages 3 to 16. The information that fulfils the requirements of the Strategic Report (as required the Companies Act 2006), which is incorporated in this Directors' Report by reference, can be found on the following pages of this Annual Report:

Information	Location	Page(s)
Development and performance during the financial year	Chairman's Statement; Strategic Report	3 7
Position at the year end including analysis and key performance indicators	Strategic Report; Financial Review	7 23
Other performance including environmental and employee matters	Strategic Report	7
Principal risks and uncertainties facing the business	Strategic Report	11
Explanation of amounts included in the financial statements	Financial Review; Notes to the Financial Statements	23 44
Explanation of financial risk management	Note 21	73
Explanation of exceptional items	Financial Review; Notes 10-13 to the Financial Statements	23 62-67

Results and Dividends

The Group made a profit after taxation of \$25.0 million (2020: \$8.7 million) which has been added to retained earnings. The audited financial statements for the year ended 31 December 2021 are set out on pages 38 to 95. The Directors do not recommend the payment of an equity dividend. Non-equity dividends of \$10.7 million (2020: \$7.2 million) were paid in the year.

Directors

The Directors who served during the year and up to these financial statements being signed were as follows:

J Elkhoury	
N Gilchrist	
S Al Qahtani	(appointed 7 January 2021)
A Durkin	(appointed 7 January 2021)
T Ehret	(appointed 7 January 2021)
M Moufarrej	(appointed 7 January 2021)
P Thomas	(appointed 7 January 2021)

Substantial Shareholdings

The Company's ultimate controlling company is KCA Deutag International Limited which is registered in Jersey. At 31 December 2021, the Company's ordinary shares were wholly owned by KCA Deutag International 3 Limited, a company incorporated in England and Wales.

KCA Deutag Alpha Limited

Directors' report (continued)

Supplier Payment Policy

The Group's policy is to agree terms of payment with suppliers prior to entering into contractual relationships and to abide by those terms of payment. As the Company is principally a holding company it has no trade creditors and accordingly no disclosure is made of the year end creditor days.

Employees

The Group is committed to involving employees in the business through a policy of communication and consultation. Arrangements have been established for the regular provision of information to all employees through internal newsletters, briefings and well-established formal consultation procedures.

Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes and abilities of the applicant. If employees become disabled every effort is made to ensure that their employment with the Group continues and that appropriate training is arranged. It is the policy of the Group that the training, career development and promotion of a disabled person should, as far as possible, be identical to that of a person who does not suffer from a disability.

Health and Safety at Work

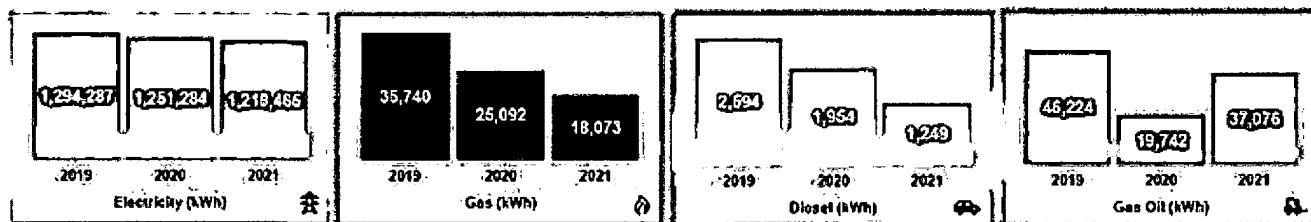
The well-being of the employees is given the highest priority throughout the Group and it is the Group's policy not only to comply with health and safety measures, as required by law, but to act positively to prevent injury and ill health, and damage to the environment arising from its operations.

Environment

The Company has various subsidiaries that provide drilling and related well and facilities engineering services both onshore and offshore. In the execution of these services they undertake environmental risk assessments and site appraisals as standard. These assessments are discussed with the clients to improve the environmental performance of the operation as a whole, through the preparation and implementation of site-specific environmental plans.

The below figures provide details of annual Greenhouse Gas (GHG) emissions from activities for which the Company is directly responsible from our office facilities and a small fleet of company vehicles used in the UK and covers the financial year ended 31 December 2021. The methodology used to calculate total energy consumption and carbon emissions has been through the extraction of consumption data from invoices and meter readings during the period. Energy and fuel consumption have been converted to carbon (KtCO₂e) using 2019 DEFRA published conversion factors.

Fuel for transportation has been converted using statistical data sets published by the Department of Transport (www.gov.uk/government/statistical-data-sets/energy-and-environment-data-tables-env).



Energy Source	Consumption	Energy Intensity	Carbon Emissions	Carbon Intensity
	kWh	kWh/m ²	TCO ₂ e	TCO ₂ e/m ²
Electricity	1,218,465	66.06	258.72	0.01403
Gas	18,073	0.98	3.31	0.00018
Diesel	1,249	0.07	0.03	0.00000
Gas Oil	37,076	2.01	8.62	0.00047
Total	1,274,863	69.11	270.68	0.015

There has been a drop in all metrics in 2021 compared to 2020, except in gas oil. The drop can partly be attributed to the global pandemic as individuals continued to work from home and less in our offices. The key environmental risks identified in the UK include waste management, provision of utilities and fuel for company vehicles and forklifts.

KCA Deutag Alpha Limited

Directors' report (continued)

The Group remains committed to reducing its carbon footprint and as mentioned in the Chairman's Statement we will be publishing our first Sustainability Strategy report for the year 2021 where we engaged with a third party who helped us assess our carbon footprint across the Group's operations and to identify further ways we can measure our environmental impact across the business.

As a responsible drilling and technology company we have an important role to play in improving energy efficiency and in developing new technologies to minimise greenhouse gas emissions generated by us and the work we undertake on behalf of our customers. As a business our aim is to improve efficiency and reduce our emissions and energy consumption to as low a level as is practically possible within the context of our own business operations. We continue to work on improving environmental sustainability by reducing our carbon footprint, eliminating waste, recycling and using alternative energy sources where possible.

KCA Deutag is also looking to diversify into the wider alternative energy market as the Energy Transition gathers pace and scale and this was enhanced by the creation of our Kenera business unit which is focused on pivoting into this space. We have also been actively supporting our customers as they focus on their own emission monitoring and means of achieving reductions.

Directors' Responsibilities Statement

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have prepared the Group and Company financial statements in accordance with UK-adopted international accounting standards (UK IFRSs) in conformity with the requirements of the Companies Act 2006.

Under company law, Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and Company and of the profit or loss of the Group for that period. In preparing the financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable UK IFRSs in conformity with the requirements of the Companies Act 2006, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Company will continue in business.

The Directors are also responsible for safeguarding the assets of the Group and Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group's and Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Company and enable them to ensure that the financial statements comply with the Companies Act 2006.

The Directors are responsible for the maintenance and integrity of the Group's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

KCA Deutag Alpha Limited

Directors' report (continued)

By working in a manner which promotes the Group's six Core Values and behavioural framework, the Group's Directors have performed their duties with a view to promoting the success of the Group for the benefit of its members and can confirm that they have considered the following when acting as a Director, as required by sections 170-177 of the Companies Act 2006:

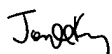
- The likely consequences of any decision in the long term – decisions are made with a view to seeking to improve financial and non-financial operation of the Group. Decisions taken in relation to strategic, long-term matters are taken with a view to achieving positive outcomes under the Sustainable Growth and Performance Improvement Core Values;
- The interests of employees – decisions are taken which look to encourage staff retention and development. Such decisions are taken with a view to promoting the Valuing All People Core Value;
- The need to foster relationships with suppliers, customers and others – the Group's Directors have empowered Group Management to seek to build positive relationships with stakeholders, based on mutual trust and clear communication of expectations. Such behaviours principally promote the Business Integrity and Sustainable Growth Core Values;
- The impact of operations on the community and environment – the Group's Directors and management make decisions to promote the Group operating in a manner which has positive health, safety and environmental impacts wherever possible. Also, Directors have sought to promote health and well-being within the workforce. The main Core Values which are promoted here are Health & Safety, Business Integrity and Environmental Stewardship;
- The desirability of the Group maintaining a reputation for high standards of business conduct – the Directors promote the Group operating in a way which demonstrates strong business ethics in everything it does, both in terms of within the Group and in its dealings with external stakeholders. This is embodied in our Business Integrity Core Value;
- The need to act fairly as between the members of the Company – based on the above, the Directors look to act fairly, taking into account the interests of all members at all times.

Directors' confirmations

Each Director in office at the date the Directors' report is approved confirms that:

- The Directors consider that the annual report and accounts, taken as a whole, are fair, balanced and understandable and provides the information necessary for shareholders to assess the Group's and Company's position and performance, business model and strategy.
- so far as the Director is aware, there is no relevant audit information of which the Group's and Company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Group's and Company's auditors are aware of that information.

On behalf of the Board of Directors



J Elkhoury
Director
12 May 2022

Independent auditors' report to the members of KCA Deutag Alpha Limited

Report on the audit of the financial statements

Opinion

In our opinion, KCA Deutag Alpha Limited's Group financial statements and Company financial statements (the "financial statements"):

- give a true and fair view of the state of the Group's and of the Company's affairs as at 31 December 2021 and of the Group's profit and the Group's and Company's cash flows for the year then ended;
- have been properly prepared in accordance with UK-adopted international accounting standards; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Financial Statements (the "Annual Report"), which comprise: the Balance Sheets as at 31 December 2021; the Consolidated Income Statement, the Consolidated Statement of Comprehensive Income, the Consolidated and Company Statements of Changes in Shareholders' Equity and Cash Flow Statements for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Our audit approach

Context

KCA Deutag Alpha Limited provides drilling and related well and facilities engineering services on a worldwide basis to the energy industry. The Group is organised into four divisions: Offshore Services, Land Drilling, Bentec and RDS. Each division conducts its business in a number of locations around the world. We included in our Group audit scope those components which accounted for the largest share of the Group's results or where we considered there to be areas of significant risk. We also considered the markets in which the Group operates when we performed our assessment of scope and areas of significant risk.

Overview

Audit scope

- We conducted full scope audits on 5 reporting entities and the audit of specified balances and classes of transactions in a further 11 reporting entities.
- The scope of work at each reporting entity was determined by its contribution to the Group's overall financial performance and its risk profile. The Group engagement audit team performed the audit procedures over UK and Russian entities as well as the Group's centralised functions.
- We engaged our network firms in Oman, Germany, Norway, Saudi Arabia and Azerbaijan to perform the audit procedures in each respective location.
- The 16 reporting entities where we performed audit work accounted for approximately 84% (2020: 84%) of Group revenue.

Key audit matters

- Carrying Value of Goodwill [Note:12] (Group)

Independent auditors' report to the members of KCA Deutag Alpha Limited (continued)

Materiality

- Overall Group materiality: US\$5,510,000 (2020: US\$6,300,000) based on 2.5% of Earnings before interest, tax, depreciation, amortisation and exceptionals.
- Overall Company materiality: US\$5,510,000 (2020: US\$5,700,000) based on 1% of Total Assets (capped at group materiality).
- Performance materiality: US\$4,132,000 (2020: US\$4,700,000) (Group) and US\$4,132,000 (2020: US\$4,300,000) (Company).

The scope of our audit

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements.

Key audit matters

Key audit matters are those matters that, in the auditors' professional judgement, were of most significance in the audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) identified by the auditors, including those which had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team. These matters, and any comments we make on the results of our procedures thereon, were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

This is not a complete list of all risks identified by our audit.

Covid-19, which was a key audit matter last year, is no longer included because of the fact that the impact of COVID-19 on the business was significantly reduced in the financial year 2021. Otherwise, the key audit matter below is consistent with last year.

Key audit matter	How our audit addressed the key audit matter
<p><i>Carrying Value of Goodwill (Group) [Note:12]</i></p> <p>The Group has goodwill recognised of \$479.8m as at 31 December 2021 (2020: \$479.8m). The carrying value of goodwill is dependent on estimates of future cash flows of the Group and there is a risk that if management does not achieve these cash flow estimates it could give rise to an impairment charge.</p> <p>As a result, management has undertaken a formal impairment review. The impairment review performed by management includes a number of significant judgements and estimates and changes in these assumptions could result in a material difference in available headroom. Based on management's review of the Group's operations and working capital projections, management believe that there is no requirement for impairment of Goodwill balances.</p>	<p>We obtained management's impairment model and assessed whether the principles and integrity of the cash flow model are in accordance with relevant accounting standards.</p> <p>We performed audit procedures over the assumptions used in respect of forecast growth rates and discount rates. We involved our valuation specialists to corroborate the appropriateness of the rates used by forming an independent view of the rates using third party source data to calculate a range of acceptable rates and comparing this to the rate used by management.</p> <p>We performed our own sensitivity analysis including the impact of a reasonably possible reduction in forecast cash flows and an alternative discount rate assumption to assess level of sensitivity to these.</p> <p>We assessed whether the Group's disclosures about the sensitivity of the outcome of the impairment assessment to a reasonably possible change in the discount rate and cash flows reflected the risks inherent within the recoverable amounts.</p> <p>We agree with management's impairment assessment and the carrying value of goodwill as at 31 December 2021.</p>

How we tailored the audit scope

We tailored the scope of our audit to ensure that we performed enough work to be able to give an opinion on the financial statements as a whole, taking into account the structure of the Group and the Company, the accounting processes and controls, and the industry in which they operate.

Independent auditors' report to the members of KCA Deutag Alpha Limited (continued)

KCA Deutag Alpha Limited provides services primarily to the oil and gas industries worldwide. Its activities and results continue to be impacted by low oil and gas prices which resulted in lower levels of activity and margin pressures. During the year, the Group has operated through four segments: Offshore Services, RDS, Land Drilling, Bentec with centralised Group functions. Our audit was planned to take into account the impact of market conditions on the results and activities of the Group.

Materiality

The scope of our audit was influenced by our application of materiality. We set certain quantitative thresholds for materiality. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures on the individual financial statement line items and disclosures and in evaluating the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

Based on our professional judgement, we determined materiality for the financial statements as a whole as follows:

	Financial statements - Group	Financial statements - Company
Overall materiality	US\$5,510,000 (2020: US\$6,300,000).	US\$5,510,000 (2020: US\$5,700,000).
How we determined it	2.5% of Earnings before interest, tax, depreciation, amortisation and exceptionals	1% of Total Assets (capped at group materiality)
Rationale for benchmark applied	Based on the benchmarks used in the annual report, Earning before interest, tax, depreciation, amortisation and exceptionals is the primary measure used by the shareholders in assessing the performance of the Group, and is a generally accepted auditing benchmark.	We believe that total assets is the primary measure used by the shareholders in assessing the performance of the entity, and is a generally accepted auditing benchmark.

For each component in the scope of our Group audit, we allocated a materiality that is less than our overall Group materiality. The range of materiality allocated across components was between \$1,000,000 and \$5,510,000. Certain components were audited to a local statutory audit materiality that was also less than our overall Group materiality.

We use performance materiality to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds overall materiality. Specifically, we use performance materiality in determining the scope of our audit and the nature and extent of our testing of account balances, classes of transactions and disclosures, for example in determining sample sizes. Our performance materiality was 75% (2020: 75%) of overall materiality, amounting to US\$4,132,000 (2020: US\$4,700,000) for the Group financial statements and US\$4,132,000 (2020: US\$4,300,000) for the Company financial statements.

In determining the performance materiality, we considered a number of factors - the history of misstatements, risk assessment and aggregation risk and the effectiveness of controls - and concluded that an amount at the upper end of our normal range was appropriate.

We agreed with those charged with governance that we would report to them misstatements identified during our audit above \$275,000 (Group audit) (2020: \$300,000) and \$275,000 (Company audit) (2020: \$300,000) as well as misstatements below those amounts that, in our view, warranted reporting for qualitative reasons.

Conclusions relating to going concern

Our evaluation of the directors' assessment of the Group's and the Company's ability to continue to adopt the going concern basis of accounting included:

- review and evaluation of management's cash flow forecasts and the process by which they were determined and approved, agreeing the forecasts with the latest Board approved budgets and confirming the mathematical accuracy of underlying calculations;
- assessment of management's forecast assumptions for base case and severe but plausible downside scenarios which includes the continued impact of COVID-19 and the impact of uncertainty on the Groups Russian operations on the Group's ability to continue as a going concern; and
- consideration of the Group's liquidity and availability of financing to support the going concern basis of accounting.

Independent auditors' report to the members of KCA Deutag Alpha Limited (continued)

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's and the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the Group's and the Company's ability to continue as a going concern.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic report and Directors' Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Strategic report and Directors' Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and Directors' Report for the year ended 31 December 2021 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the Group and Company and their environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic report and Directors' Report.

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a

Independent auditors' report to the members of KCA Deutag Alpha Limited (continued)

high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the Group and industry, we identified that the principal risks of non-compliance with laws and regulations related to direct tax impacting the different territories in which the Group operates, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the posting of inappropriate journal entries to manipulate financial results, including revenue recognition and manipulation of EBITDA, and management bias through judgements and assumptions in significant accounting estimates and significant one-off or unusual transactions. The Group engagement team shared this risk assessment with the component auditors so that they could include appropriate audit procedures in response to such risks in their work. Audit procedures performed by the Group engagement team and/or component auditors included:

- Enquiries of management and those charged with governance around known or suspected instances of: non-compliance with laws and regulations; claims and litigations; and instances of fraud;
- Challenging management on assumptions made in their significant accounting estimates;
- Identifying and testing journal entries with specific focus on entries containing unusual account combinations in response to the risk of management override of controls;
- Review of board minutes; and
- Reading any key correspondence with regulatory authorities received in the year.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Our audit testing might include testing complete populations of certain transactions and balances, possibly using data auditing techniques. However, it typically involves selecting a limited number of items for testing, rather than testing complete populations. We will often seek to target particular items for testing based on their size or risk characteristics. In other cases, we will use audit sampling to enable us to draw a conclusion about the population from which the sample is selected.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report. In our engagement letter, we also agreed to describe our audit approach, including communicating key audit matters.

Use of this report

This report, including the opinions, has been prepared for and only for the Company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

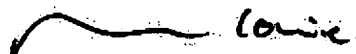
Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

Independent auditors' report to the members of KCA Deutag Alpha Limited (continued)

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the Company, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of directors' remuneration specified by law are not made; or
- the Company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

A handwritten signature in black ink, appearing to read 'Cowie', with a long horizontal flourish extending to the left.

Martin Cowie (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Aberdeen
12 May 2022

KCA Deutag Alpha Limited

Consolidated Income Statement

for the year ended 31 December 2021

	Note	2021 \$m	2020 \$m
Revenue	5	1,196.3	1,168.6
Cost of sales		(1,053.7)	(1,073.9)
Gross profit		142.6	94.7
Administrative expenses		(45.7)	(36.6)
Net impairment gain (loss) on financial and contract assets	16	1.4	(1.3)
Amortisation of intangible assets	13	(3.5)	(14.6)
Operating profit before exceptional items		94.8	42.2
Exceptional items - net operating costs	10	(13.4)	(7.6)
Exceptional items - net impairment gains (losses) on other non-current assets	11,12,13	5.9	(510.6)
Operating profit (loss)		87.3	(476.0)
Finance costs	7	(66.2)	(209.4)
Finance income	7	8.5	2.5
Exceptional items - gain on refinancing and extinguishment of debt	10	-	694.6
Profit before taxation	8	29.6	11.7
Taxation	9	(4.6)	(3.0)
Profit for the year		25.0	8.7
Profit attributable to:			
Owners		13.2	0.6
Non controlling interests		11.8	8.1
		25.0	8.7

The Company has taken advantage of the exemption in Section 408 of the Companies Act 2006 not to present its own Income Statement and Statement of Comprehensive Income.

Consolidated Statement of Comprehensive Income

for the year ended 31 December 2021

	Note	2021 \$m	2020 \$m
Profit for the year		25.0	8.7
Other comprehensive income (expense):			
Fair value movement on cash flow hedges		0.9	(1.1)
Exchange differences on foreign operations		0.9	(8.9)
Remeasurements on defined benefit pension schemes	28	8.6	(4.1)
Total other comprehensive income (expense) for year - net of tax		10.4	(14.1)
Total comprehensive income (expense) for the year - net of tax		35.4	(5.4)
Comprehensive income (expense) attributable to:			
Owners		23.6	(13.5)
Non controlling interests		11.8	8.1
		35.4	(5.4)

All items, with the exception of the remeasurements on defined benefit pension schemes, may subsequently be reclassified to the Income Statement.

The Notes on pages 44 to 95 form an integral part of the financial statements.

KCA Deutag Alpha Limited

Balance Sheets as at 31 December 2021

	Note	2021 Group \$m	2020 Group \$m	2021 Company \$m	2020 Company \$m
Assets					
Non-current assets					
Property, plant and equipment	11	521.0	583.5	-	-
Right of use leased assets	31	112.2	88.0	-	-
Goodwill	12	479.8	479.8	-	-
Other intangible assets	13	15.7	17.1	-	-
Investments	14a,b	0.1	-	800.0	800.0
Deferred tax assets	23	66.7	49.0	-	-
		1,195.5	1,217.4	800.0	800.0
Current assets					
Inventories and work in progress	15	149.1	139.9	-	-
Trade and other receivables	16	288.5	248.0	1.3	0.8
Amounts owed by parent company	33	2.9	-	2.9	-
Amounts owed by subsidiaries	16,33	-	-	224.2	240.3
Financial assets - derivative financial instruments	21	0.2	-	-	-
Cash, cash equivalents and other deposits	18	218.8	201.5	0.1	-
		659.5	589.4	228.5	241.1
Assets classified as held for sale	6	15.6	-	-	-
Total current assets		675.1	589.4	228.5	241.1
Total assets		1,870.6	1,806.8	1,028.5	1,041.1
Liabilities					
Current liabilities					
Trade and other payables	19	(283.3)	(228.5)	(1.4)	(3.0)
Amounts owed to subsidiaries	33	-	-	(2.0)	-
Bank overdrafts	18	-	-	-	(13.4)
Tax liabilities	9	(19.7)	(26.7)	-	-
Financial liabilities – derivative financial instruments	21	-	(0.7)	-	-
Financial liabilities – borrowings	20	-	(0.9)	-	-
Lease liabilities	31	(40.2)	(30.8)	-	-
Provisions and other payables	22	(1.0)	(1.1)	-	-
		(344.2)	(288.7)	(3.4)	(16.4)
Non-current liabilities					
Deferred income		(10.2)	(8.5)	-	-
Financial liabilities – borrowings	20	(494.0)	(492.8)	-	-
Deferred tax liabilities	23	(12.7)	(18.3)	-	-
Retirement benefit obligations	28	(126.3)	(151.8)	-	-
Lease liabilities	31	(80.9)	(64.4)	-	-
Provisions and other payables	22	(2.0)	(2.2)	-	-
		(726.1)	(738.0)	-	-
Total liabilities		(1,070.3)	(1,026.7)	(3.4)	(16.4)
Net assets		800.3	780.1	1,025.1	1,024.7
Capital and reserves					
Share capital	24	-	-	-	-
Share premium	25	-	3,429.3	-	3,429.3
Other reserves		94.6	92.8	-	-
Retained earnings (accumulated losses)	26	693.9	(2,752.2)	1,025.1	(2,404.6)
Non controlling interest		11.8	10.2	-	-
Total equity		800.3	780.1	1,025.1	1,024.7

The profit for the Company for the year was \$0.4 million (2020: loss \$390.2 million).

The financial statements on pages 38 to 95 were approved by the Board of Directors on 12 May 2022 and signed on its behalf by


J Elkhoury
Director


N Gilchrist
Director

Registered Number: 06433748

KCA Deutag Alpha Limited

Consolidated Statement of Changes in Shareholders' Equity

			Retained earnings (accumulated losses) \$m (Note 26)	Other reserves				Total equity \$m
	Share capital \$m (Note 24)	Share premium \$m (Note 25)		Merger reserve \$m	Hedging reserves \$m	Currency translation reserves \$m	Non- controlling interests \$m	
At 1 January 2021	-	3,429.3	(2,752.2)	104.4	(0.3)	(11.3)	10.2	780.1
Comprehensive income								
Profit for the year	-	-	13.2	-	-	-	11.8	25.0
Other comprehensive income								
Fair value movement on cash flow hedges	-	-	-	-	0.9	-	-	0.9
Exchange differences on foreign operations	-	-	-	-	-	0.9	-	0.9
Remeasurements on defined benefit pension schemes	-	-	8.6	-	-	-	-	8.6
Total other comprehensive expense	-	-	8.6	-	0.9	0.9	-	10.4
Total comprehensive income	-	-	21.8	-	0.9	0.9	11.8	35.4
Transactions with owners								
Dividend paid to minority shareholder	-	-	(0.5)	-	-	-	(10.2)	(10.7)
Capital reduction	-	(3,429.3)	3,429.3	-	-	-	-	-
Acquisition of additional shares in subsidiary	-	-	(4.5)	-	-	-	-	(4.5)
At 31 December 2021	-	-	693.9	104.4	0.6	(10.4)	11.8	800.3

Other reserves in the Balance Sheet consist of the hedging reserve, merger reserve, currency translation reserve and non-controlling interests. On 29th April 2021, KCA Deutag Alpha Limited completed a capital reduction to convert Share Capital and Share Premium balances to Retained Earnings.

During the year to 31 December 2021 the Group acquired an additional 25% in the indirect subsidiary, International Drilling Technology (LLC).

KCA Deutag Alpha Limited

Consolidated Statement of Changes in Shareholders' Equity (continued)

	Share capital \$m (Note 24)	Share premium \$m (Note 25)	Accumulated losses \$m (Note 26)	Other reserves				Non- controlling interests \$m	Total equity \$m
				Capital contribution reserve \$m	Merger reserve \$m	Hedging reserves \$m	Currency translation reserves \$m		
At 1 January 2020	-	227.8	(2,748.2)	2,074.2	104.4	0.8	(2.4)	8.8	(334.6)
Comprehensive expense									
Profit for the year	-	-	0.6	-	-	-	-	8.1	8.7
Other comprehensive expense									
Fair value movement on cash flow hedges	-	-	-	-	-	(1.1)	-	-	(1.1)
Exchange differences on foreign operations	-	-	-	-	-	-	(8.9)	-	(8.9)
Remeasurements on defined benefit pension schemes	-	-	(4.1)	-	-	-	-	-	(4.1)
Total other comprehensive expense	-	-	(4.1)	-	-	(1.1)	(8.9)	-	(14.1)
Total comprehensive expense	-	-	(3.5)	-	-	(1.1)	(8.9)	8.1	(5.4)
Transactions with owners									
Dividend paid to minority shareholder	-	-	(0.5)	-	-	-	-	(6.7)	(7.2)
Capitalisation of capital contribution reserve	-	2,074.2	-	(2,074.2)	-	-	-	-	-
Capitalisation of intercompany balances	-	1,127.3	-	-	-	-	-	-	1,127.3
At 31 December 2020	-	3,429.3	(2,752.2)	-	104.4	(0.3)	(11.3)	10.2	780.1

Other reserves in the Balance Sheet consist of the hedging reserve, capital contribution reserve, merger reserve, currency translation reserve and non-controlling interests. The increase in share premium in the year to 31 December 2020 arose due to the Company undertaking a bonus issue of shares where the subscription was paid up using the entire value of its capital contribution reserve. Intercompany payables to the previous and existing parent company were capitalised as part of the restructuring.

The merger reserve of \$104.4 million relates to the acquisition of Global Tender Barges during the year ended 31 December 2011 which was accounted for under predecessor accounting.

Non-controlling interests represent the share of profits or losses attributable to non-Group shareholders of certain subsidiaries.

KCA Deutag Alpha Limited

Company Statement of Changes in Shareholders' Equity

for the year ended 31 December 2021

	Share capital \$m (Note 24)	Share premium \$m (Note 25)	Retained earnings (accumulated losses) \$m (Note 26)	Total equity \$m
At 1 January 2021	-	3,429.3	(2,404.6)	1,024.7
Comprehensive income				
Profit for the year	-	-	0.4	0.4
Total comprehensive income	-	-	0.4	0.4
Capital reduction	-	(3,429.3)	3,429.3	-
At 31 December 2021	-	-	1,025.1	1,025.1

On 29th April 2021, KCA Deutag Alpha Limited completed a capital reduction to convert Share Capital and Share Premium balances to retained earnings.

	Share capital \$m (Note 24)	Share premium \$m (Note 25)	Accumulated losses \$m (Note 26)	Capital contribution reserve \$m	Total equity \$m
At 1 January 2020	-	227.8	(2,014.4)	2,074.2	287.6
Comprehensive expense					
Loss for the year	-	-	(390.2)	-	(390.2)
Total comprehensive expense	-	-	(390.2)	-	(390.2)
Capitalisation of capital contribution reserve	-	2,074.2	-	(2,074.2)	-
Capitalisation of intercompany balances	-	1,127.3	-	-	1,127.3
At 31 December 2020	-	3,429.3	(2,404.6)	-	1,024.7

Other reserves in the Balance Sheet consist of the capital contribution reserve. The share premium reserve movement of \$1,127.3 million in year ended 31 December 2020 relates to the conversion to equity of an intercompany loan payable of \$800 million to KCA Deutag International 3 Limited as well as the capitalisation of a \$327.3 million loan balance with the Company's former parent KCA Deutag Alpha II Limited.

KCA Deutag Alpha Limited

Cash Flow statements

for the year ended 31 December 2021

	Note	2021 Group \$m	2020 Group \$m	2021 Company \$m	2020 Company \$m
Cash generated from (used in) operating activities	29	211.5	220.7	13.9	(44.3)
Tax paid		(33.4)	(35.6)	-	-
Net cash generated from (used in) operating activities		178.1	185.1	13.9	(44.3)
Cash flows from investing activities					
Purchase of property, plant and equipment		(40.4)	(42.0)	-	-
Proceeds from sale of property, plant and equipment		0.6	1.5	-	-
Purchase of intangible assets		(2.4)	(1.5)	-	-
Investment in joint venture		(0.1)	-	-	-
Interest received		0.2	19.6	-	4.5
Net cash (used in) generated from investing activities		(42.1)	(22.4)	-	4.5
Cash flows from financing activities					
Bank loan repayments		(0.9)	(18.0)	-	-
Arrangement fees paid		-	(7.2)	-	0.7
Lease payments	31	(47.0)	(32.6)	-	-
Interest paid, including capitalised interest		(49.6)	(27.4)	(0.4)	(0.4)
Exceptional costs of refinancing and extinguishment of debt		(4.7)	(69.1)	-	(38.1)
Settlement of working capital facility on restructuring		-	115.0	-	-
Acquisition of additional shares in subsidiary		(4.5)	-	-	-
Dividend paid to minority shareholders		(10.7)	(7.2)	-	-
Net cash used in financing activities		(117.4)	(46.5)	(0.4)	(37.8)
Effect of exchange rate changes on cash and cash equivalents		(1.3)	6.7	-	-
Net increase (decrease) in cash and cash equivalents		17.3	122.9	13.5	(77.6)
Cash and cash equivalents at beginning of year		201.5	78.6	(13.4)	64.2
Cash and cash equivalents at end of year	18	218.8	201.5	0.1	(13.4)

Cash and cash equivalents as set out in the above Cash Flow Statement include overdraft facilities which form part of the Group's cash management strategy.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

1 General information

KCA Deutag Alpha Limited ('the Company') is a holding company whose principal subsidiary undertakings provide drilling and related well and facilities engineering services on a worldwide basis to the energy industry.

The Company is a private company, limited by shares, incorporated in England and Wales and domiciled in Scotland. The address of its registered office is 1 Park Row, Leeds, LS1 5AB.

2 Basis of preparation

These financial statements have been prepared in accordance with UK-adopted international accounting standards, IFRS Interpretations Committee (IFRS IC) and the Companies Act 2006 applicable to companies reporting under IFRS. The financial statements have been prepared under the historical cost modified by revaluation of financial assets and financial liabilities held at fair values through profit and loss. A summary of the significant Group accounting policies is set out below.

The Group regularly monitors its funding position throughout the year to ensure that it has access to sufficient funds to meet its forecast cash requirements. Forecasts are regularly produced to give management's best estimates of forward liquidity, leverage and forecast covenant compliance as defined in the Group's loan documentation. This is done to identify risks to liquidity and covenant compliance and to enable management to formulate appropriate and timely mitigation strategies.

At the year end the Group has a strong liquidity position and has headroom under its financial covenants which form a part of these facilities. The Directors have reviewed the most recent projections and forecasts as prepared as part of its budgeting and strategic planning process along with assessing severe but plausible downside sensitivity scenarios and their potential impacts on Group profitability and cash generation over the same period. The scenarios considered by the Board include testing the impact on liquidity of the potential complete shut-down of the business in Russia during 2022 as a result of sanctions being implemented, and the possible impact of a range of resulting impairment charges which may arise. The Group's limited financial covenants (which only apply to a guarantee facility) do not include any tests, such as tests based on Group net assets, which may be impacted by any such impairments. By completing this analysis, these projections indicate that the Group's liquidity and covenant headroom is adequate. Therefore, the Directors are confident that the Group has sufficient covenant headroom as well as adequate cash resources to meet all of its liabilities as they fall due for at least the next 12 months. For these reasons the Directors consider it appropriate to prepare the Group's financial statements on a going concern basis.

3 Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

a) Basis of consolidation

(i) Subsidiaries

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company for the year to 31 December 2021. An investor controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Subsidiaries are fully consolidated or deconsolidated from the effective date control is transferred to or from the Company. On acquisition, the assets and liabilities of a subsidiary are measured at their fair values at the date of acquisition. Any excess of the cost of acquisition over the fair values of the identifiable net assets acquired is recognised as goodwill. Any excess of the fair values of the identifiable net assets over the cost of acquisition is recognised directly in the Income Statement.

All intra-group transactions, balances, income and expenses are eliminated on consolidation. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the Group.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

3 Summary of significant accounting policies (continued)

a) Basis of consolidation (continued)

(ii) Associates and joint ventures

An associate is an entity over which the Group is in a position to exercise significant influence, but not control or joint control, through participation in the financial and operating policy decisions of the investee. The results and assets and liabilities of associates are incorporated in the financial statements using the equity method of accounting. The Group's share of its associates' post-acquisition profits or losses is recognised in the Income Statement within operating profit and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. Losses of the associates in excess of the Group's interest in those associates are not recognised.

Any excess of the costs of acquisition over the Group's share of the fair values of the identifiable net assets of the associate at the date of acquisition is recognised as goodwill and included within the carrying amount of the associate. Any excess of the Group's share of the fair values of the identifiable net assets of the associate over the costs of acquisition is recognised directly in the Income Statement.

Where a Group company transacts with an associate, profits and losses are eliminated to the extent of the Group's interest in the relevant associate. Losses may provide evidence of an impairment of the asset transferred in which case appropriate provision is made for impairment.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor. The Group has assessed the nature of its joint arrangements and determined them to be joint ventures. Joint ventures are accounted for using the equity method.

Under the equity method of accounting, interests in joint ventures are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses and movements in other comprehensive income.

When the Group's share of losses in a joint venture equals or exceeds its interests in the joint ventures (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint ventures), the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint ventures.

Unrealised gains on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interest in the joint ventures. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

b) Foreign currency translation

(i) Functional and presentation currency

The consolidated financial statements are presented in US Dollars. Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operated (the functional currency). The Company's functional and presentation currency is the US Dollar.

The exchange rates used in respect of the major currencies in which the Group operates, compared to the US Dollar, are as follows:

	Average rate for year	Closing rate
GBP	0.7270	0.7409
NOK	8.6018	8.8098
EUR	0.8447	0.8832
RUB	73.932	74.767

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

3 Summary of significant accounting policies (continued)

b) Foreign currency translation (continued)

(ii) Transactions and balances

Transactions denominated in foreign currencies are translated and recorded at the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rates ruling at the Balance Sheet date. Gains and losses arising on retranslation are recognised in the Income Statement for the year, except where hedge accounting is applied.

(iii) Group companies

On consolidation, the assets and liabilities of the Group's non US Dollar functional entities are translated at exchange rates prevailing on the Balance Sheet date. Income and expense items are translated at average monthly exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case the actual transaction rate will be used).

All resulting exchange differences are recognised as a separate component of equity. Such translation differences are recognised in the Income Statement in the year in which the operation is disposed of.

(iv) Goodwill and fair value adjustments

Goodwill and fair value adjustments arising on the acquisition of a non US Dollar functional entity are treated as assets and liabilities of the non US Dollar functional entity and translated at the closing exchange rate.

c) Segmental reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resource and assessing performance of the operating segments, has been identified as the Group's Board of Directors that make all strategic decisions. Key performance measures include EBITDA and rig utilisation.

EBITDA is the profit measure used by the group as a simple proxy for pre-tax cash flows from operating activities. It is defined as pre-exceptional operating profit underlying results before share of associates' post-tax results, interest, tax, depreciation, impairment and amortisation.

d) Business combinations and goodwill

(i) Business combinations accounted for using the acquisition method

Business combinations are accounted for using the acquisition method. All assets and liabilities of the acquiree are measured at fair value at the date of acquisition. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree. Acquisition costs incurred are expensed and included in administrative expenses.

Goodwill arising on acquisition (representing the excess of fair value of the consideration given over the fair value of the separable net assets acquired) is recognised as an asset and reviewed for impairment at least annually. On disposal of an entity, the attributable amount of remaining goodwill is included in the determination of profit and loss on disposal.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability will be recognised through the Income Statement. If the contingent consideration is classified as equity, it will not be remeasured. Subsequent settlement is accounted for within equity.

When deferred consideration is payable on the acquisition of a business, an estimate of the amount payable is made at the date of acquisition and reviewed regularly thereafter, with any subsequent change in the estimated liability being reflected in the Income Statement. Where deferred consideration is payable after more than one year the estimated liability is discounted using an appropriate rate of interest.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

3 Summary of significant accounting policies (continued)

d) Business combinations and goodwill (continued)

(ii) Business combinations under common control

It is the Group's policy to account for business combinations involving entities under common control using predecessor accounting. Under predecessor accounting, the Group has elected to include the acquired entity's results and capital structure from the date of acquisition.

A merger reserve, recognised in equity, represents the differences on consolidation arising on the adoption of predecessor accounting. This comprises the difference between consideration paid and the book value of net assets acquired in the transaction. No additional goodwill is created or gain recognised.

e) Other intangible assets

Intangible assets are recognised at cost less accumulated amortisation and any provision for impairment. On acquisition of an entity, intangible assets are identified and evaluated to determine the fair value on the acquisition Balance Sheet. Amortisation is provided to write off the cost of each asset over its estimated useful life, using the straight-line method, on the following basis:

Trade names	up to 21 years
Customer relationships and contracts	up to 13 years
Technology	up to 10 years

We perform an annual review of our intangible assets to determine the appropriateness of their carrying values. When determining the impairment charge for each intangible asset category management has assessed the current and likely future benefit obtained from the specific assets, taking into account the current market environment.

f) Property, plant and equipment

Property, plant and equipment held for use in the Group's operations, or for administrative purposes, are stated in the Balance Sheet at cost, net of accumulated depreciation and any provision for impairment. Cost includes professional fees and, for qualifying assets, borrowing costs capitalised in accordance with the Group's accounting policy.

Depreciation is provided on all property, plant and equipment, other than freehold land, at rates calculated to write off the cost, less estimated residual value, of each asset over their estimated useful life.

Assets are depreciated by the straight line method on the following basis:

Freehold buildings	50 years
Leasehold improvements - land and buildings	50 years (or over the unexpired lease, if shorter)
Plant, machinery and vehicles	2-10 years
Drilling rigs and equipment:	
Mast and Substructure	16 years
Rig Components	4-11 years
Tubulars	4 years

Assets in the course of construction are not depreciated until ready for use.

The gain or loss arising on the disposal of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the Income Statement.

Asset lives and residual values are assessed at each Balance Sheet date. Where an impairment trigger is identified with relation to specific assets, a review is undertaken to confirm the appropriateness of the carrying value taking into account factors such as comparable asset values and available third party valuations.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

3 Summary of significant accounting policies (continued)

g) Goodwill

The Group performs impairment reviews in respect of goodwill annually, and other intangible assets and property, plant and equipment when circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised when the recoverable amount of an asset, calculated as the higher of the asset's recoverable amount and its value per an independent third party valuation, is less than its carrying amount. In the absence of comparable market transactions, a discounted cash flow model has been used to value the assets, as such a model is equivalent to what a market participant would use as a methodology for asset valuation.

For the purpose of impairment testing, assets are allocated to the appropriate cash generating unit ("CGU"). The CGUs are aligned to the structure the Group uses to manage its business. Cash flows are discounted in determining the recoverable amount.

h) Net borrowing costs and interest income

Borrowing costs directly attributable to the construction of qualifying assets such as property, plant and equipment are added to the cost of those assets, until such time as the assets are substantially ready for their intended use. All other borrowing costs are recognised in the Income Statement in the year in which they are incurred.

Interest income is accrued on a time basis, by reference to the principal amount outstanding and the effective interest rate applicable.

i) Investments in subsidiaries, associates and intercompany loans

Investments held as non-current assets are measured at cost less appropriate provision for impairment where the Directors consider that an impairment in value has occurred. Intercompany loans which are classified as investments are accounted for at their amortised cost with provisions for Expected Credit Losses ("ECLs") being booked when considered necessary. The same process used to determine ECLs for trade and other receivables is also applied for intercompany loans (Note 16). Investments are considered for impairment at least annually. In respect of the accounting treatment for investments in associates for Group purposes see Note 3a) above.

j) Inventories

Inventories of spare parts which are held for use in the Group's drilling operations are stated at weighted average cost less a provision in respect of those spares attached to the older rigs and equipment. Other inventory and work in progress are valued at the lower of cost and net realisable value. Cost is calculated using the weighted average method.

k) Cash, cash equivalents and other deposits

Cash and cash equivalents comprise cash in hand, deposits with maturities of less than three months held with banks and bank overdrafts.

l) Trade receivables

Trade receivables, including contract assets, are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method less provision for an expected credit loss, if applicable. When determining the level of expected credit loss provision, management consider the age of the outstanding receivable along with prior experience in relation to the specific customer as well as the jurisdiction in which the balance is due before booking any provision.

When determining the level of expected credit loss provision required in respect of trade receivable balances, management also consider the creditworthiness and probability of the future default of the customer.

m) Taxation

The tax charge represents the sum of tax currently payable, deferred tax and management's estimated provision for current tax claims. Tax currently payable is based on the taxable profit for the year. Taxable profit differs from the profit reported in the Income Statement due to items that are not taxable or deductible in any year and also due to items that are taxable or deductible in a different year. The Group's liability for current tax is calculated using tax rates enacted or substantively enacted at the Balance Sheet date.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

3 Summary of significant accounting policies (continued)

m) Taxation (continued)

Deferred income tax is provided, using the full liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements.

The principal temporary differences arise from depreciation on property, plant and equipment, pension liabilities, tax losses carried forward and, in relation to acquisitions, the difference between the fair values of the net assets acquired and their tax base.

Tax rates enacted, or substantively enacted, by the Balance Sheet date are used to determine deferred income tax.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Future taxable profits are determined based on business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

In relation to uncertain tax positions, a tax charge is created to reflect management's best estimate of the amount payable in relation to a portfolio of tax claims and the risk of occurrence of each claim as at the Balance Sheet date.

n) Employee benefits - pension obligations

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan.

Typically, defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The liability recognised in the Balance Sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

The interest income on scheme assets and the increase during the period in the present value of the scheme's liabilities arising from the passage of time are included in finance income/expense.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in the Income Statement.

For defined contribution plans, the Group pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

o) Financial assets and liabilities

Financial assets and financial liabilities are recognised on the Group's Balance Sheet when the Group becomes a party to the contractual provisions of the instrument.

(i) Derivative financial instruments and hedge accounting

The Group's activities expose it primarily to the financial risks of changes in foreign currency exchange rates and interest rates. The Group uses foreign exchange forward contracts and interest rate swap contracts to hedge these exposures. The Group does not use derivative financial instruments for speculative purposes.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements

for the year ended 31 December 2021

3 Summary of significant accounting policies (continued)

o) Financial assets and liabilities (continued)

Derivatives are initially recognised at fair value on the date the contract is entered into and are subsequently remeasured at their fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

The Group designates certain derivatives as either: hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedge); hedges of highly probable forecast transactions (cash flow hedges); or hedges of net investments in foreign operation (net investment hedges). The Group currently only uses cash flow hedges and did not enter into any fair value or net investment hedges during the reporting period.

Where hedging is to be undertaken, the Group documents at the inception of the transactions the relationship between the hedging instrument and the hedged item, as well as its risk management objective and strategy for undertaking the hedge transaction.

The Group also documents its assessment, both at hedge inception and on an on-going basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in fair values or cash flows of hedged items. The Group performs effectiveness testing on an annual basis.

Changes in the fair value of cash flow hedges that are designated and effective as hedges of future cash flows are recognised directly in other comprehensive income and the ineffective portion is recognised immediately in the Income Statement. If the cash flow hedge of a firm commitment or forecasted transaction results in the recognition of a non-financial asset or a liability, then, at the time the asset or liability is recognised, the associated gains or losses on the derivative that had previously been recognised in equity are included in the initial measurement of the asset or liability.

If a hedged transaction is no longer expected to occur, the net cumulative gain or loss recognised in equity is transferred to net profit or loss for the year.

For hedges that do not result in the recognition of an asset or a liability, amounts deferred in equity are recognised in the Income Statement in the same year in which the hedged item affects net profit or loss.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. At that time, any cumulative gain or loss on the hedging instrument recognised in equity is retained in equity until the forecasted transaction occurs.

Fair value measurements are classified using a fair value hierarchy that reflects the significance of the inputs used in the measurements, according to the following levels:

- The fair value of the interest rate swaps is estimated based on the discounting of expected future cash flows at prevailing interest rates at the Balance Sheet date, which is classified as level 2.
- The fair value of forward currency contracts has been estimated based on market forward exchange rates at the Balance Sheet date, which is classified as level 2.

(ii) Bank borrowings

Interest-bearing bank loans and overdrafts are initially recorded at fair value including directly attributable transaction costs. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the Income Statement over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down and are amortised over the period of the loan.

(iii) Embedded derivatives

Embedded derivatives are recognised at fair value based on calculations using an established option pricing model, and are subsequently annually remeasured at their fair value. The carrying amount of an embedded derivative is reported within the same consolidated Balance Sheet category as the host contract.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements

for the year ended 31 December 2021

3 Summary of significant accounting policies (continued)

p) Capital management

Where possible the Group seeks to secure long term debt financing which provides access to funds for a number of years into the future. Current secured long-term debt facilities for example have no significant capital repayments required until 2025. The Group has sought to diversify its access to debt markets away from wholly traditional bank debt towards institutional debt by way of the corporate bond markets. The Group will seek to refinance these debt facilities as repayment dates get closer and to take advantage of market conditions. The Group also seeks to secure debt facilities with a light covenant structure and monitors these closely. Periodic reviews of interest rate exposures are also made looking at fixed rate and variable rate exposures with the aim of maintaining a balance between fixed and variable rates. The Group also works closely with its principal shareholders to discuss potential future financing requirements. All significant growth capital expenditure is approved by the Board.

q) Provisions

Provisions are measured at the net present value of the Directors' best estimate of the expenditure required to settle the present obligation at the Balance Sheet date. A discount is applied to the provision for the time value of money where this is significant. Provisions are provided where there is a present obligation based on past events that it is probable that an outflow will be required and the financial outcome can be reliably measured.

r) Revenue recognition

Revenue is recognised based on the gross amount received or receivable for services provided in the normal course of business, net of value-added tax and other sales related taxes. Revenue from Land Drilling, Offshore Services' platform drilling operations and RDS engineering operations is recognised in the accounting period in which the services are rendered, typically based on a day rate for rigs and/or manpower provided to the customer.

In Offshore Services, the Group provides personnel to operate and maintain customer owned assets based on contractually agreed rates.

In Land Drilling, the Group typically provides the drilling rig and crew to the customer on a day rate which varies dependent on activity. In our day rate drilling contracts, we typically receive compensation and incur costs for mobilisation, equipment modification or other activities prior to the commencement of a contract. Any such compensation may be paid through a lump-sum payment or other daily compensation.

Pre-contract compensation and costs are deferred until the contract commences and then spread on a straight-line basis over the primary term of the relevant drilling contract. The deferred pre-contract compensation and costs are amortised, using the straight-line method, into income or loss over the term of the initial contract period, regardless of the activity taking place, in a manner consistent with the economics of the customer contract. Where there are no elements of up-front consideration in a drilling contract, the Group recognises revenue in line with the amount to which we are contractually able to invoice the customer for performance obligations which have been completed to date. Therefore, the IFRS 15 expedient allowing the Group to recognise revenue in line with its right to invoice its customers has been applied in preparing these financial statements.

Mobilisation costs which are incurred in relation to the mobilisation of new rigs are capitalised and depreciated over the life of the rig. Mobilisation costs incurred on moving rigs to locations under a new customer contract are amortised on a straight line basis over the primary period of the new contracts.

Costs and revenues which are expected to be incurred or earned in relation to the demobilisation of rigs are accrued over the primary term of the drilling contract.

Any rig move costs for moving the rigs to new locations while operating under a drilling contract are expensed as incurred, with the relevant revenue being recognised when the rig move is complete.

Early termination fees in relation to Land Drilling contracts are recognised as a point in time revenue stream at the time they are agreed with the customer and the Group has no future performance obligations under the relevant contract.

Incentive income is recognised when earned. Incentive income is earned in respect of contract Key Performance Indicators (KPIs) detailed in customer contracts, and revenue is recognised only when a KPI has been achieved and achievement has been agreed with a customer.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

3 Summary of significant accounting policies (continued)

r) Revenue recognition (continued)

In RDS, the Group provides personnel on a time-cost basis to customers to work on engineering projects as well as a number of contracts that are accounted for as engineering contracts as described in s) below.

Recognition of revenue from Bentec engineering contracts is described in s) below. For all other Bentec revenue streams revenue is recognised based upon completion of the relevant service or delivery of goods.

The Group recognises flow through revenue, which relates to reimbursable costs, based on the gross amount received or receivable in respect of its performance under the sales contract with the customer.

Interest income is accrued on a time basis, by reference to the principal amount outstanding and the effective interest rate applicable.

s) Engineering contracts

Where the outcome of a long term engineering contract can be estimated reliably, revenue and costs are recognised by reference to the stage of completion of the contract activity at the Balance Sheet date dependent on the relevant provisions in the contract with the customer. This is measured by the proportion that contract costs incurred for work performed to date bear to the estimated total contract costs, except where this would not be representative of the stage of completion or the contractual position prevents this treatment in accordance with IFRS 15, which results in revenue being recognised at a point in time rather than with reference to the stage of completion of the contract. Revenue variations in contract work, claims and incentive payments are included to the extent that they have been agreed in writing by the customer. Typically the performance obligation in respect of these contracts is fulfilled on delivery.

When it is probable that total contract costs will exceed total revenue, the expected loss is recognised in full as an expense immediately.

Deferred income represents the value of advance payments received from customers for engineering contracts which are in excess of the value of work done at the Balance Sheet date.

t) Leases

Where the Group is a lessee almost all leases are recognised on the Balance Sheet. An asset (the right to use the leased item) and a financial liability to pay rentals are recognised.

The lease liability is measured at the present value of the future lease payments. The lease term includes all periods covered by extension options if exercise of the extension is reasonably certain. The present value is calculated based on an appropriate discount rate being the Group's incremental borrowing rate.

The right-of-use asset is initially measured based on the calculated lease liability plus any indirect costs, payments at or prior to lease commencement, dilapidation provisions less any lease incentives. Subsequent measurement is at cost less depreciation and any provision for impairment. The right-of-use asset is also adjusted based on any re-measurement of the lease liability.

The Group has also chosen to take advantage of the exemptions as allowed in the standard for certain short term leases and leases of low value assets:

i) Short term leases

This is defined as a lease which has a lease term of 12 months or less and does not contain a purchase option. In terms of assessing the duration of a lease, if a lease is more likely than not to be extended to a duration in excess of 12 months, then lessee accounting under IFRS 16 will apply.

ii) Low-value assets

The standard does not specify a value which would ensure an asset was of low-value however this is likely to apply to items such as tablets and personal computers and small items of office furniture and telephones. An asset can only be low-value if the lessee can benefit from the use of the asset on its own and the asset is not highly dependent on other assets.

Leases which meet the exemptions above continue to be charged to profit or loss on a straight-line basis over the period of the lease (net of any incentives received from the lessor).

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

3 Summary of significant accounting policies (continued)

u) Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities. Trade payables are initially recognised at fair value and subsequently held at amortised cost.

v) Exceptional items

Exceptional items shown within operating profit are those significant items which are separately disclosed by virtue of their size or incidence to enable a full understanding of the Group's financial performance. Transactions which may give rise to operational exceptional items include write-downs or impairments of assets including goodwill, restructuring costs, asset or business disposals and litigation settlements.

Exceptional items shown below operating profit are those significant non-operational items which are separately disclosed by virtue of their size or incidence to enable a full understanding of the Group's financial performance. Transactions which may give rise to non-operational exceptional items include gains or losses arising on financial restructuring.

w) Share capital

Ordinary shares and share premiums are classified as equity.

x) Dividends

Dividend distributions on ordinary shares are recognised as a liability in the Group's financial statements when they have been approved by Company's shareholders. Interim dividends are recognised when paid. Dividend income is recognised when the right to receive payment is established.

y) Disclosure of impact of accounting standards

i) New and amended standards adopted by the group

The Group has applied the following amendments for the first time for their annual reporting period commencing 1 January 2021:

- Covid-19: Related Rent Concessions – amendments to IFRS 16, and
- Interest Rate Benchmark Reform – Phase 2 – amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16.

The amendments listed above did not have any impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

ii) New standards, amendments and interpretations not yet adopted

Certain new accounting standards and interpretations have been published that are not mandatory for 31 December 2021 reporting periods and have not been early adopted by the Group. These standards are not expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

Company impact of new standards

The Company's principal accounting policies applied in the preparation of these financial statements are the same as those applied in the preparation of the Group's financial statements, except for investments in subsidiaries that are stated at cost, which is the fair value of the consideration paid, less provision for impairment. These policies have been consistently applied to all the years presented.

From the perspective of the Company, the principal risks and uncertainties are integrated with the principal risks of the KCA Deutag Group and are not managed separately.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

4 Significant accounting judgements and estimates

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

a) Critical accounting estimates and assumptions

(i) Useful economic lives of property, plant and equipment and other intangible assets

The annual depreciation charge for property, plant and equipment and other intangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See Notes 11 and 13 for the carrying amount of property, plant and equipment and other intangible assets and Notes 3f) and 3e) for the useful lives for each class of asset.

(ii) Estimated impairment of non current assets

The Group tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated in Note 3g). The recoverable amounts of the cash generating units (CGUs) have been determined based on fair value less estimated cost to dispose calculations. These calculations require the use of certain estimates of the future profitability and cash flows of each CGU. These are subject to the impact of changing market conditions, our competitors and the future operational performance of the Group. See Note 12 for the disclosure, key assumptions and sensitivity analysis in relation to the impairment calculation.

During the year ended 31 December 2021 a review was undertaken of the Group's intangible assets to determine the appropriateness of their carrying values. This review took account of current as well as forecast market conditions experienced by the Group. The benefit obtained from our customer relationships and contracts and trade names was assessed with respect to each Business Unit.

During the year ended 31 December 2021 a review was undertaken of the carrying values of the Group's Land Drilling rigs. Factors considered included the age of the rig, client contract backlog and forecast utilisation, comparable rig data across the Group's fleet as well as current and forecast market conditions within the country in which the rig operates.

(iii) Impairment of trade receivables

The Group makes an estimate of the recoverable value of trade and other receivables. When assessing impairment of trade and other receivables, management consider factors including the credit rating of the customer, the ageing profile of receivables and historical experiences. Management also consider available reasonable and supportive forwarding-looking information. See Note 16 for the net carrying amount of trade and other receivables and the associated impairment provision.

(iv) Retirement benefit obligations

The Group has an obligation to pay pension benefits to certain employees and former employees under defined benefit pension arrangements. The cost of these benefits and the present value of the obligation depend on a number of factors, including life expectancy, future salary increases, inflation, asset valuations and the discount rate on high quality corporate bonds. Management, with the assistance of qualified actuaries, estimates these factors in determining the net pension obligation at each Balance Sheet date. The assumptions reflect historical experience and estimated future trends. See Note 28 for the disclosures and key assumptions in relation to the retirement benefit obligations.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

4 Significant accounting judgements and estimates (continued)

b) Critical judgements in applying the accounting policies

(i) Income taxes

The Group is subject to income taxes in numerous jurisdictions and judgement is required in determining the provision for uncertain tax positions in respect of income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain. The Group recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred income tax assets and liabilities in the period in which such determination is made.

(ii) Recoverability of deferred tax balances

The Group exercises judgement in determining if deferred tax assets can be recognised. They will only be recognised to the extent that it is probable that future taxable profits will be available. These are determined based on business plans for individual subsidiaries in the Group.

(iii) Provisions and contingent liabilities

We exercise judgement in determining the timing and quantum of all provisions to be recognised. Our assessment includes consideration of whether we have a present obligation, whether payment is probable and if so whether the amount can be estimated reliably. As part of this assessment, we also assess the likelihood of contingent liabilities occurring in the future which are not recognised as liabilities on our Balance Sheet. By their nature, contingent liabilities will be resolved only when one or more uncertain future events occur or fail to occur. We assess the likelihood that a potential claim or liability will arise and also quantify the possible range of financial outcomes.

(iv) Revenue recognition - performance obligations satisfied over time

Performance obligations arising from lump sum upfront payments such as mobilisation and demobilisation fees or customer funded capital expenditure, are amortised on a straight line basis over the primary period of the drilling contract. This treatment, in the Group's judgement, is consistent with the economics of the contract agreed with the customer.

5 Segmental reporting

The Group's primary segment reporting format is determined to be business segments. The Group is currently organised into four continuing business segments, which are as follows:

Operating Segment

Offshore Services

RDS

Land Drilling

Bentec

Principal Activities

the provision of offshore platform drilling services

the provision of engineering services

the provision of land rig drilling services

the provision of drilling rig design, construction and components

Reportable operating segments are identified as those that when aggregated represent at least 75% or more of the Group's external revenue. Central overheads have been shown separately to provide additional information as a reconciliation to the primary statements. Central overheads consist of administration and related expenses of the Group. The KPI used to measure divisional profitability is EBITDA, before exceptional items.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements

for the year ended 31 December 2021

5 Segmental reporting (continued)

EBITDA, a non-GAAP profit measure, is used as a simple proxy for pre-tax cash flows from operating activities. It is calculated as operating profit before exceptional items, share of associates' post-tax results, interest, tax, depreciation, impairment and amortisation.

The following tables present revenue, profit (loss) and certain asset and liability information regarding the Group's business segments for the year ended 31 December 2021.

Year ended 31 December 2021	Offshore Services \$m	RDS \$m	Land Drilling \$m	Bentec \$m	Central Overheads \$m	Eliminations \$m	Total \$m
Revenue							
External revenue	573.3	36.2	490.6	96.2	-	-	1,196.3
Inter segment revenue	-	-	0.9	8.1	0.6	(9.6)	-
Total revenue	573.3	36.2	491.5	104.3	0.6	(9.6)	1,196.3
Results							
EBITDA	103.0	3.1	142.6	5.4	(16.7)	-	237.4
Exceptional items - net operating	-	-	(4.0)	(0.8)	(8.6)	-	(13.4)
Exceptional items - net impairment gains on other non-current assets	-	-	5.9	-	-	-	5.9
Depreciation of property, plant and equipment	(2.7)	-	(96.4)	(2.6)	-	-	(101.7)
Depreciation of right of use assets	(7.5)	(0.7)	(27.8)	(0.1)	(1.3)	-	(37.4)
Intangible asset amortisation	(1.5)	-	-	(1.1)	(0.9)	-	(3.5)
Operating profit (loss)	91.3	2.4	20.3	0.8	(27.5)	-	87.3
Net finance costs	-	-	-	-	(57.7)	-	(57.7)
Profit (loss) before taxation	91.3	2.4	20.3	0.8	(85.2)	-	29.6
Taxation	-	-	-	-	-	-	(4.6)
Profit for the year							25.0
Assets and liabilities							
Segment assets	359.7	36.0	1,047.9	159.9	29.6	-	1,633.1
Assets classified as held for sale	-	-	15.6	-	-	-	15.6
Unallocated assets	-	-	-	-	-	-	221.9
Total assets							1,870.6
Segment liabilities	(126.2)	(7.5)	(328.1)	(69.0)	(35.8)	-	(566.6)
Unallocated liabilities	-	-	-	-	-	-	(503.7)
Total liabilities							(1,070.3)
Other segment information							
Capital expenditure							
Property, plant and equipment	3.5	-	35.9	1.0	-	-	40.4
Intangible assets	-	-	0.2	1.6	0.6	-	2.4

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Notes to the consolidated financial statements for the year ended 31 December 2021

5 Segmental reporting (continued)

The following tables present revenue, profit (loss) and certain asset and liability information regarding the Group's business segments for the year ended 31 December 2020.

Year ended 31 December 2020	Offshore Services \$m	RDS \$m	Land Drilling \$m	Bentec \$m	Central Overheads \$m	Eliminations \$m	Total \$m
Revenue							
External revenue	497.1	45.1	555.8	70.6	-	-	1,168.6
Inter segment revenue	-	-	0.9	10.8	0.5	(12.2)	-
Total revenue	497.1	45.1	556.7	81.4	0.5	(12.2)	1,168.6
Results							
EBITDA	92.7	2.0	167.9	3.9	(13.1)	-	253.4
Exceptional items - net operating	-	-	(2.1)	(0.8)	(4.7)	-	(7.6)
Exceptional items - impairment of non current assets	-	(23.1)	(391.4)	(96.1)	-	-	(510.6)
Depreciation of property, plant and equipment	(2.8)	-	(163.9)	(2.7)	0.4	-	(169.0)
Depreciation of right of use assets	(6.9)	(0.6)	(19.1)	(0.1)	(0.9)	-	(27.6)
Intangible asset amortisation	(3.1)	-	(8.5)	(1.9)	(1.1)	-	(14.6)
Operating profit (loss)	79.9	(21.7)	(417.1)	(97.7)	(19.4)	-	(476.0)
Net finance costs	-	-	-	-	(206.9)	-	(206.9)
Exceptional items- gain on refinancing and extinguishment of debt	-	-	-	-	694.6	-	694.6
Profit (Profit) before taxation	79.9	(21.7)	(417.1)	(97.7)	468.3	-	11.7
Taxation	-	-	-	-	-	-	(3.0)
Profit for the year	-	-	-	-	-	-	8.7
Assets and liabilities							
Segment assets	332.7	49.2	1,061.8	143.3	18.3	-	1,605.3
Unallocated assets	-	-	-	-	-	-	201.5
Total assets	-	-	-	-	-	-	1,806.8
Segment liabilities	(73.3)	(9.5)	(348.3)	(62.7)	(27.9)	-	(521.7)
Unallocated liabilities	-	-	-	-	-	-	(505.0)
Total liabilities	-	-	-	-	-	-	(1,026.7)
Other segment information							
Capital expenditure							
Property, plant and equipment	1.8	-	42.8	1.9	0.3	-	46.8
Intangible assets	-	-	-	0.9	0.6	-	1.5

	2021 \$m	2020 \$m
Included in the above revenue figures are the following amounts of flow-through turnover:		
Offshore Services	71.8	63.2
RDS	13.6	17.3
Land Drilling	16.2	19.1

Flow-through turnover is defined as turnover in respect of the purchase of equipment and materials on behalf of customers which is recharged at minimal or no margin.

Unallocated assets and liabilities represent investments, cash, derivatives, tax and borrowings.

All inter-segment revenues are priced on an arm's length basis and are fully eliminated on consolidation. Results arising from revenues between segments are not material.

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Notes to the consolidated financial statements for the year ended 31 December 2021

5 Segmental reporting (continued)

Geographical Segments

The Group manages its business segments on a global basis divided into five geographical areas and does not manage nor maintain information on a country by country basis. It therefore presents the geographical segmental information on an area basis. The UK is the home country of the parent. The five main geographical areas are as follows:

- North Sea and Europe (including Caspian)
- Russia
- Middle East
- Africa
- Other

The following tables present revenue, capital expenditure and certain asset information regarding the Group's geographical segments for the years ended 31 December 2021 and 2020.

Year ended 31 December 2021	North Sea and Europe	Russia	Middle East	Africa	Other	Total
	\$m	\$m	\$m	\$m	\$m	\$m
Revenue	523.4	241.1	336.2	69.5	26.1	1,196.3
Other segment information						
Segment assets	523.1	291.7	718.3	94.4	5.6	1,633.1
Assets classified as held for sale	-	-	-	15.6	-	15.6
Unallocated assets						221.9
Total assets						1,870.6
Capital expenditure of continuing operations						
Property, plant & equipment	4.5	12.0	19.9	0.9	3.1	40.4
Intangible assets	2.2	0.2	-	-	-	2.4

Year ended 31 December 2020	North Sea and Europe	Russia	Middle East	Africa	Other	Total
	\$m	\$m	\$m	\$m	\$m	\$m
Revenue	469.2	221.1	380.0	73.6	24.7	1,168.6
Other segment information						
Segment assets	445.2	313.0	723.8	110.0	13.3	1,605.3
Unallocated assets						201.5
Total assets						1,806.8
Capital expenditure of continuing operations						
Property, plant & equipment	3.3	8.9	32.1	2.5	-	46.8
Intangible assets	0.9	-	-	-	0.6	1.5

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Notes to the consolidated financial statements for the year ended 31 December 2021

6 Assets classified as held for sale

a) Description

On 30 December 2021 the Group entered into an agreement with Geoplex Drillteq Limited to sell several rigs and associated inventory in Nigeria with the intention to exit the Nigerian land drilling business.

A non-refundable deposit of \$0.9 million (5% of gross proceeds) was paid at this time. The non-refundable deposit was treated as deferred income in the accounts for the year ended 31 December 2021.

During Q1 2022, the sale has been considered by the Nigerian competition authorities. Approval for the transaction was given during March 2022. Therefore, as at 31 December 2021, the associated assets were presented as held for sale in the 2021 financial statements.

Please refer to Note 35 for further information with regards to the deal completion.

b) Assets classified as held for sale

	2021 Fair value \$m
Assets	
Property, plant and equipment	9.5
Inventories	6.1
Total assets of disposal group held for sale	15.6

The value of provisions against inventories included in the above was \$2.4 million.

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7 Finance costs - net

	2021 \$m	2020 \$m
Interest payable to former immediate parent company	-	(23.3)
Interest payable on bank borrowings	(49.4)	(146.0)
Interest payable on finance leases	(11.5)	(7.2)
Commitment fees	-	(0.6)
Amortisation of arrangement fees	(1.2)	(8.8)
Amortisation of discount assets (a)	-	(1.9)
Other finance costs	(2.4)	(8.5)
Exchange losses (b)	(1.7)	(13.1)
Finance costs	(66.2)	(209.4)
Bank interest receivable	0.1	0.5
Exchange gains (c)	8.4	2.0
Finance income	8.5	2.5
Finance costs - net	(57.7)	(206.9)

a) The amortisation of the discount assets in 2020 relates to Group debt which was financially restructured in December 2020. Following the successful completion of this restructuring the Group's debt was substantially decreased, and there are no discount assets relating to the Group's current debt as at 31 December 2021.

b) Exchange losses include exchange movements during the year on non-functional currency inter-company positions.

c) Exchange gains include exchange movements during the year on non-functional currency pension liabilities which are largely denominated in Euros.

8 Profit before taxation

	2021 \$m	2020 \$m
The following items have been included in arriving at the Group's profit before taxation:		
Included within cost of sales:		
- Cost of inventories consumed	35.2	39.9
- Depreciation of property, plant and equipment (Note 11)	101.7	169.0
- Depreciation of right of use assets (Note 31)	37.4	27.6
- Net loss (gain) on disposal of property, plant and equipment	0.1	(1.2)
- Net foreign exchange operating loss	0.2	0.2
Included within both cost of sales and administration expenses:		
- Employee benefit expense (Note 27)	512.3	526.0
Impairment (gains) losses on financial and contract assets (Note 16)	(1.4)	1.3
Impairment (gains) losses on other non-current assets (Note 11, 12, 13)	(5.9)	510.6
Amortisation of other intangible assets (Note 13)	3.5	14.6

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Notes to the consolidated financial statements

for the year ended 31 December 2021

8 Profit before taxation (continued)

Auditors' remuneration / services provided by the Group's auditors and their associates

	2021	2020
	\$m	\$m
Audit of the financial statements	1.0	1.0
Audit of subsidiaries	0.7	0.6
Total audit	1.7	1.6

Fees payable to the Group's auditors and their associates for other services

Taxation compliance services	-	0.1
All taxation advisory services	-	0.1
Other non-audit services not covered above	0.1	-
Total non-audit services	0.1	0.2
Total fees	1.8	1.8

9 Taxation

	2021	2020
	\$m	\$m
Current tax	28.3	34.4
Adjustments in respect of previous years	(0.5)	2.2
	27.8	36.6
Deferred tax	(24.0)	(31.0)
Adjustments in respect of previous years	0.8	(2.6)
	(23.2)	(33.6)
Total tax charge	4.6	3.0

The tax charge for the year varied from the standard effective rate of corporation tax in the UK for 2021 of 19% (2020: 19%) due to the following factors:

	2021	2020
	\$m	\$m
Profit before taxation	29.6	11.7
Profit before taxation at standard rate of corporation tax in the UK 19% (2020: 19%)	5.6	2.2
Effects of:		
Adjustments in respect of previous years	0.2	(0.4)
Non-recognition of current year losses	10.6	12.6
De-recognition of Norwegian deferred tax asset	-	4.4
Recognition of UK deferred tax asset	(3.3)	(0.1)
Recognition of German deferred tax asset	(4.6)	-
Net impairment (gains) losses on non-current assets	(1.1)	66.1
Deemed profit tax on overseas profits	7.2	8.3
Different effective tax rates on overseas profits including the impact of taxes not computed in US Dollars and current year (gains) losses where no offset available	(7.0)	28.1
Change in tax rate	(6.2)	-
Extinguishment of external debt and impact of refinancing	-	(130.6)
Other permanent differences	3.2	12.4
Total tax charge	4.6	3.0

Other permanent differences relate primarily to non-deductible interest costs, goodwill and other impairment and legal and professional fees.

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Notes to the consolidated financial statements

for the year ended 31 December 2021

9 Taxation (continued)

The Group has substantial activities in overseas jurisdictions where different rates of tax apply. The Group's effective rate of tax is therefore subject to fluctuations depending upon where the Group obtains contracts, the effective tax rates in the countries concerned and the availability of double tax relief. In many countries the Group's tax liability is calculated on the profits earned in local currency including exchange differences on the translation of US Dollar assets and liabilities into the local currency. During the year such exchange differences, as well as being unable to obtain tax relief on a substantial element of its interest costs, have had a material effect on the Group's tax charge.

Factors affecting current and future tax charges

A change to the main UK corporation tax rate, announced in the Budget on 3 March 2021, was substantively enacted on 24 May 2021. The rate applicable increases from 19% to 25% from 1 April 2023.

Summary of current tax liabilities:	2021 \$m	2020 \$m
At 1 January	26.7	26.7
Charge to Income Statement	27.8	36.6
Tax paid	(33.4)	(35.6)
Offset of withholding tax	(1.4)	(1.0)
At 31 December	19.7	26.7

Net income tax liabilities in the Group Balance Sheet include \$12.9 million (2020: \$15.9 million) relating to uncertain tax positions where management has had to exercise judgement in determining the most likely outcome in respect of the relevant issue. Where the final outcome on these issues differs to the amounts provided, the Group's tax charge will be impacted.

10 Exceptional items

(a) Exceptional items included in operating profit (loss)		2021 \$m	2020 \$m
Reorganisation costs	(i)	(7.4)	(6.8)
Supplier dispute	(ii)	(0.8)	(0.8)
IT exceptional costs	(iii)	(5.2)	-
Net charge to Income Statement		(13.4)	(7.6)

i) Reorganisation costs in 2021 primarily relate to the Group's cost reduction, restructuring, redundancy expenditure and COVID-19 expenditure along with professional fees associated with the Group's strategic activities looking at potential mergers and acquisitions.

ii) In 2021 the Group booked a charge of \$0.8 million (2020: \$0.8 million) in Bentec relating to disputes with suppliers, together with certain other related costs.

iii) In December 2021, an accrual of \$5.2 million was recorded in respect of costs involved in responding to a cyber-attack which restricted access to a number of the Group's back-office systems, predominantly costs involved in the restoration of system access. The cash will be spent in 2022.

(b) Exceptional items after operating loss	2021 \$m	2020 \$m
Exceptional gain on refinancing and extinguishment of debt	-	694.6
Net credit to Income Statement	-	694.6

On 21 December 2020, the Group closed its financial restructuring whereby its secured debt was reduced from c. \$1.9 billion to c. \$0.5 billion via a debt for equity exchange with its secured lenders. As a result of this transaction, an exceptional gain of \$694.6 million has been reflected in the Income Statement. The gain represents the net impact of extinguishing \$2,068.4 million of pre-existing bank debt, including accrued interest and capitalised fees, and replacing it with \$500 million of new Senior Secured Notes and \$800 million in respect of equity issued by the Group's new ultimate parent company. Costs expensed associated with the restructuring process totalled \$73.8 million.

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Notes to the consolidated financial statements for the year ended 31 December 2021

11 Property, plant and equipment

Group	Land and buildings- long leasehold improvements and freehold \$m	Drilling rigs and equipment \$m	Plant, machinery and vehicles \$m	Total \$m
Cost				
At 1 January 2021	36.0	1,855.7	98.2	1,989.9
Additions at cost	-	39.5	0.9	40.4
Assets classified as held for sale and other disposals	(1.4)	(171.1)	(1.0)	(173.5)
Exchange adjustments	-	(3.8)	(2.1)	(5.9)
At 31 December 2021	34.6	1,720.3	96.0	1,850.9
Accumulated depreciation and impairment				
At 1 January 2021	9.8	1,380.4	16.2	1,406.4
Charge for year	1.2	97.5	3.0	101.7
Reversal of prior impairment	-	(5.9)	-	(5.9)
Assets classified as held for sale and other disposals	(0.9)	(161.5)	(1.0)	(163.4)
Exchange adjustments	-	(6.9)	(2.0)	(8.9)
At 31 December 2021	10.1	1,303.6	16.2	1,329.9
Net carrying amount				
At 31 December 2021	24.5	416.7	79.8	521.0

Group	Land and buildings- long leasehold improvements and freehold \$m	Drilling rigs and equipment \$m	Plant, machinery and vehicles \$m	Total \$m
Cost				
At 1 January 2020	39.0	1,954.2	95.5	2,088.7
Additions at cost	0.1	45.8	0.9	46.8
Disposals	(3.1)	(147.8)	(0.3)	(151.2)
Exchange adjustments	-	3.5	2.1	5.6
At 31 December 2020	36.0	1,855.7	98.2	1,989.9
Accumulated depreciation				
At 1 January 2020	9.6	1,158.2	10.7	1,178.5
Charge for the year	1.3	164.0	3.7	169.0
Disposals	(1.1)	(147.5)	(0.3)	(148.9)
Impairment	-	199.7	-	199.7
Exchange adjustments	-	6.0	2.1	8.1
At 31 December 2020	9.8	1,380.4	16.2	1,406.4
Net carrying amount				
At 31 December 2020	26.2	475.3	82.0	583.5

During the year ended 31 December 2021 an element of previous impairment has been reversed in relation to assets held for sale. See Notes 6 and 35 for further details.

During the year ended 31 December 2020 a review was undertaken of the carrying values of the Group's Land Drilling rigs. Factors considered when determining the impairment charge for each rig included the age of the rig, client contract backlog and forecast utilisation, comparable rig data across the Group's fleet as well as current and forecast market conditions within the country in which the rig operates. The review resulted in an overall impairment charge of \$199.7 million being recognised against the Land Drilling Business Unit's fleet of drilling rigs, included within exceptional items in the consolidated income statement.

As at 31 December 2021 cumulative capitalised interest of \$2.3 million (2020: \$10.6 million) is included in the carrying value of drilling rigs and equipment. There was no interest capitalised during the year ended 31 December 2021 or 2020.

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Notes to the consolidated financial statements for the year ended 31 December 2021

11 Property, plant and equipment (continued)

In relation to assets in the course of construction as at 31 December 2021, there are amounts included as follows: \$24.7 million (2020: \$32.6 million) included in drilling, rigs and equipment; \$0.3 million (2020: \$0.8 million) in plant, machinery and vehicles. No depreciation has been charged in respect of these assets.

The Company held no property, plant and equipment as at 31 December 2021 (2020: nil).

12 Goodwill

Group	2021 \$m	2020 \$m
Cost and carrying amount		
As at 1 January	479.8	698.1
Impairment of RDS goodwill	-	(23.1)
Impairment of Land Drilling goodwill	-	(120.6)
Impairment of Bentec goodwill	-	(74.6)
At 31 December 2021	479.8	479.8

The Group acquired 100% of the share capital of Abbot Group plc in 2008. All tangible and intangible assets were recognised at their fair value at acquisition and the residual excess over the net assets acquired was recognised as goodwill.

The carrying amounts of goodwill by business segment are Offshore Services \$205.2 million (2020: \$205.2 million), RDS \$26.2 million (2020: \$26.2 million), Land Drilling \$217.7 million (2020: \$217.7 million), and Bentec \$30.7 million (2020: \$30.7 million). The Directors will continue to keep the carrying value of goodwill, intangible and tangible assets under review in the coming year. As a result of the annual review of the carrying value of its assets there was no impairment charge for the year ended 31 December 2021. As a result of the same exercise in 2020 a \$120.6 million impairment charge was booked in respect of goodwill in the Land Drilling Business Unit as well as a \$23.1 million impairment charge in respect of the RDS goodwill balance and a \$74.6 million impairment charge in respect of the Bentec goodwill balance.

Accumulated impairments as at 31 December 2021 for each CGU are as follows: Offshore Services \$229.6 million (2020: \$229.6 million); Land Drilling \$493.2 million (2020: \$493.2 million); RDS \$90.3 million (2020: \$90.3 million) and Bentec \$228.7 million (2020: \$228.7 million).

The Group tests goodwill annually for impairment or more frequently if there are any indications that goodwill may be impaired. Goodwill acquired through business combinations is allocated, at acquisition, to relevant CGUs. The recoverable amount, based on the fair value less costs of disposal is compared to the carrying value to identify any impairment.

The recoverable amounts of the CGUs are determined from discounted cash flow calculations. The key assumptions for the discounted cash flow calculations are those regarding discount rates, growth rates, rig day rates, rig utilisation and capital investment. Management estimates discount rates using post tax rates that reflect current market assessments of the time value of money and risks specific to each of the CGUs.

The Group prepared updated financial forecasts in 2021, including cash flows for five years and extrapolated cash flows for the period beyond the initial five year plan based on expected growth rates for each CGU. These forecasts took into account current market conditions combined with management's view of future market conditions including rig day rates and rig utilisations, and capital investment. A terminal value has been applied to take account of the expected growth of each CGU into perpetuity.

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12 Goodwill (continued)

Key assumptions used in the impairment test are:

		Offshore Services	RDS	Land Drilling	Bentec
Revenue growth rate	2021	3.2%	18.0%	6.4%	25.4%
	2020	1.1%	12.2%	2.4%	22.3%
Discount rate (post tax)	2021	13.0%	11.0%	14.0%	12.0%
	2020	13.0%	11.0%	14.0%	12.0%
EBITDA margin	2021	20.6%	10.0%	32.9%	11.9%
	2020	18.8%	10.1%	33.3%	10.0%
Annual undiscounted free cash flow (\$ million)	2021	64.8	2.1	77.3	10.0
	2020	52.6	2.8	74.7	1.3
Annual capital expenditure (\$ million)	2021	1.7	-	62.5	1.7
	2020	1.7	-	52.5	0.9
Recoverable amount of the CGU (\$ million)	2021	641.4	51.2	758.1	174.8
	2020	494.3	40.0	711.2	79.0
Carrying value of goodwill (\$ million)	2021	205.2	26.2	217.7	30.7
	2020	205.2	26.2	217.7	30.7

Revenue growth rate is the average annual anticipated increase in each of the CGU's revenues over the five year forecast period. The long term growth rate has been assumed to be 2.0% (2020: 2.0%) for each of the CGUs after the end of the five year growth period.

As part of the annual impairment review, an assessment was made of the discount rates applicable to each CGU. As a result of this review, these rates remain consistent with those at 31 December 2020.

EBITDA margin is annual EBITDA expressed as a percentage of annual revenues. The percentages in the table above show the average EBITDA margins for each of the CGUs over the five year forecast period.

Free cash flow is the average annual operating cash flow for each of the CGUs over the five year period.

Annual capital expenditure represents the average annual amount spent to purchase tangible fixed assets in the five year forecast period for the Group's Land Drilling fleet. No capital expenditure for the building of additional land rigs is included in future years, similarly EBITDA for the Land Drilling CGU is based on the portfolio of rigs operated by the Group as at 31 December 2021.

Sensitivity analysis

		Offshore Services	RDS	Land Drilling	Bentec
Headroom (\$ million)	2021	409.9	22.5	25.3	85.6
	2020	240.8	-	-	-

The table above showing headroom for each CGU demonstrates that each CGU has sufficient headroom and unless there were significant deteriorations in the Group's operating performance the carrying value of each CGU's assets at 31 December 2021 does not require to be impaired.

An impairment charge of \$120.6 million was reflected in the 2020 Income Statement to take account of the challenging trading environment and resultant pressure on margins in the Land Drilling CGU's forecast performance and to ensure that the carrying value of its Goodwill balance reflects the reduction in the recoverable amount of this CGU. A further \$23.1 million impairment charge was reflected in the 2020 Income Statement in respect of the RDS CGU, to take account of a potential downside effect of a continued delay in the recovery of this CGU's forecast performance and to ensure that the carrying value of its Goodwill balance reflects the respective reduction in the recoverable amount of this CGU. Finally, an impairment charge of \$74.6 million was reflected in the 2020 Income Statement in respect of the Bentec CGU to take account of a slower than previously forecast pick-up in demand in its markets.

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Notes to the consolidated financial statements for the year ended 31 December 2021

12 Goodwill (continued)

The variables which could result in the Group's trading performance deteriorating are discussed in the Business Review – Principal Risks and Uncertainties section on pages 11 to 16 of the Annual Report.

The table below shows the potential reduction on CGU recoverable amounts of a 1% movement in each of our CGUs' key assumptions:

		Offshore Services \$m	RDS \$m	Land Drilling \$m	Bentec \$m
Sensitivity analysis					
Terminal revenue growth rate: 1% decrease	2021	33.0	3.5	40.0	11.9
	2020	23.4	2.3	37.1	5.9
Discount rate (post tax): 1% increase	2021	53.3	5.9	60.7	19.4
	2020	39.5	4.2	56.4	9.8
EBITDA margin: 1% decrease	2021	56.1	9.6	54.2	24.6
	2020	46.2	8.1	50.3	15.9
Short-term revenue growth rate: 1% decrease	2021	46.0	2.8	62.6	11.2
	2020	34.5	3.0	62.5	6.2

13 Other intangible assets

Group	Customer relationships and contracts \$m	Trade names \$m	Technology \$m	Total \$m
Cost				
At 1 January 2021	254.4	176.3	47.7	478.4
Additions	-	-	2.4	2.4
Exchange	-	-	(1.2)	(1.2)
At 31 December 2021	254.4	176.3	48.9	479.6
Accumulated amortisation and impairment				
At 1 January 2021	254.4	165.6	41.3	461.3
Charge for the year	-	1.5	2.0	3.5
Exchange	-	-	(0.9)	(0.9)
At 31 December 2021	254.4	167.1	42.4	463.9
Net carrying amount				
At 31 December 2021	-	9.2	6.5	15.7
Remaining useful life	Not applicable	7 years	1-2 years	

KCA Deutag Alpha Limited

Notes to the consolidated financial statements

for the year ended 31 December 2021

13 Other intangible assets (continued)

Group	Customer relationships and contracts \$m	Trade names \$m	Technology \$m	Total \$m
Cost				
At 1 January 2020	254.4	176.3	44.6	475.3
Additions	-	-	1.5	1.5
Exchange	-	-	1.6	1.6
At 31 December 2020	254.4	176.3	47.7	478.4
Accumulated amortisation				
At 1 January 2020	202.8	111.4	38.7	352.9
Charge for the year	4.1	8.0	2.5	14.6
Impairment	47.5	45.1	-	92.6
Exchange	-	1.1	0.1	1.2
At 31 December 2020	254.4	165.6	41.3	461.3
Net carrying amount				
At 31 December 2020	-	10.7	6.4	17.1
Remaining useful life	Not applicable	8 years	1-3 years	

During the year ended 31 December 2020 a review was undertaken of the Group's intangible assets to determine the appropriateness of their carrying values. This review took account of current as well as forecast market conditions experienced by the Group. The benefit obtained from our customer relationships and contracts and trade names was assessed with respect to each Business Unit. Based on this review, impairment charges of \$47.5 million and \$45.1 million respectively have been reflected within exceptional items in the Income Statement in 2020 to write these balances down to their fair values. There was no charge in the year ended 31 December 2021.

The Company has no intangible assets (2020: nil).

14 Investments

	2021 Company \$m	2020 Company \$m
a) Shares in subsidiaries		
At 1 January	800.0	431.5
Additions	-	368.5
31 December	800.0	800.0

Investments in subsidiaries are stated at cost. The carrying value of the Company's shares in subsidiaries is reviewed for impairment annually by management. The recoverable amount of the Group's CGUs is compared to the carrying value to determine whether any impairment charge is required. As a result of this review, there was no impairment charge booked in 2021 (2020: nil).

During the period to 31 December 2020, the Group performed a restructuring which resulted in an addition of \$368.5 million to investments.

A list of subsidiary undertakings is given in Note 34.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

14 Investments (continued)

	2021 Group \$m	2020 Group \$m
b) Other investments – associates		
At 1 January	-	-
Funding to associate undertaking	0.1	-
At 31 December	0.1	-

During the year to 31 December 2021 the Group made funding contributions to its joint venture KCA Deutag Kazakhstan LLP.

15 Inventories and work in progress

	2021 Group \$m	2020 Group \$m
Materials and consumables	87.8	89.4
Work in progress - engineering contracts	61.3	50.5
	149.1	139.9

The value of provisions against inventory was \$20.4 million (2020: \$22.8 million).

Engineering contracts - relating to rig manufacture

There are no accrued contract revenues which have been recognised as an asset on the Balance Sheet at the year end (2020: \$nil).

The status of contracts in progress at the end of the year is as follows:

	2021 Group \$m	2020 Group \$m
Gross amount due to customers for contract work presented as a liability	6.8	5.3

The Company has no inventories (2020: nil).

16 Trade and other receivables

	2021 Group \$m	2020 Group \$m	2021 Company \$m	2020 Company \$m
Trade receivables	239.4	202.8	-	-
Other receivables	16.6	19.8	0.1	0.7
Prepayments and accrued income	12.6	5.2	1.2	0.1
Contract assets	19.9	20.2	-	-
	288.5	248.0	1.3	0.8

The Group operates in over 20 countries around the world and in certain of these countries slow or late payment of outstanding accounts is the norm.

	2021 \$m	2020 \$m
The following table details the age of the Group's trade receivables:		
Total	263.8	228.6
Less provision for doubtful trade receivables	(24.4)	(25.8)
Total trade receivables, net	239.4	202.8

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

16 Trade and other receivables (continued)

	2021 Gross receivables \$m	2021 Provision for impairment \$m	2021 Net receivables \$m	2020 Net receivables \$m
Current	195.9	-	195.9	166.2
Past due less than 90 days	38.0	-	38.0	31.4
Past due more than 90 days less than 180 days	1.9	-	1.9	5.2
Past due more than 180 days	28.0	(24.4)	3.6	-
Total trade receivables	263.8	(24.4)	239.4	202.8

The movement on the provision of impairment for trade receivables is as follows:

	2021 \$m	2020 \$m
At 1 January	(25.8)	(24.5)
Provided	-	(3.3)
Released	1.1	1.8
Exchange difference	0.3	0.2
At 31 December	(24.4)	(25.8)

The Group applies lifetime Expected Credit Losses ("ECLs") to trade receivables, accrued revenue, and contract assets upon their initial recognition.

The Group assesses the ECLs on its receivables, which are based on the age of the outstanding receivable along with prior experience in relation to the specific customer as well as the jurisdiction in which the balance is due before booking any provision. As well as considering historical factors, the Group also considers each customer's risk of default when determining the level of ECL provision.

Receivables are appropriately grouped by geographical region, product type or type of customer within each Business Unit, and separate calculations produced, if historical or forecast credit loss experience shows significantly different loss patterns for different customer segments.

Actual credit loss experience is then adjusted to reflect differences in economic conditions over the period the historical data was collected, current economic conditions, forward-looking information and the Group's view of economic conditions over the expected lives of the receivables.

The following tables present the Group's trade receivables by business segment:

	Gross receivables \$m	Provision for impairment \$m	Net receivables \$m	Receivable days
Year ended 31 December 2021				
Offshore services	80.4	-	80.4	56
Land Drilling	158.7	(24.1)	134.6	81
Bentec	16.6	(0.3)	16.3	82
RDS	8.1	-	8.1	94
Total at 31 December 2021	263.8	(24.4)	239.4	68

	Gross receivables \$m	Provision for impairment \$m	Net receivables \$m	Receivable days
Year ended 31 December 2020				
Offshore services	63.4	-	63.4	58
Land Drilling	137.2	(25.4)	111.8	86
Bentec	13.9	(0.4)	13.5	19
RDS	14.1	-	14.1	108
Total at 31 December 2020	228.6	(25.8)	202.8	67

Receivable days are calculated by allocating the closing trade receivables balance to current and prior year revenue. A receivable days calculation of 68 indicates that closing trade receivables represents the most recent 68 days of revenue.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

16 Trade and other receivables (continued)

	2021 Group \$m	2020 Group \$m	2021 Company \$m	2020 Company \$m
Amounts owed by subsidiaries	-	-	224.2	240.3

For the purposes of the Company cash flow statement, inflows from Group lendings include movements on loans to Group undertakings and movements in short-term Group lendings are included within trade and other receivables and trade and other payables.

Loans to subsidiaries are repayable on demand.

17 Contract assets and liabilities

The following table provides information about receivables, contract assets and contract liabilities from contracts with customers:

	2021 \$m	2020 \$m
Contract assets		
Balance at 1 January	20.2	12.5
Mobilisation and demobilisation costs deferred	1.4	11.4
Amounts charged to income statement	(1.7)	(3.7)
Balance at 31 December	19.9	20.2
	2021 \$m	2020 \$m
Contract liabilities		
Balance at 1 January	36.9	59.0
Advance payments received from customers	-	2.2
Mobilisation and demobilisation income deferred	4.9	13.9
Amounts released to income statement	(1.4)	(38.2)
Balance at 31 December	40.4	36.9

a) Significant changes in contract assets and contract liabilities

- Contract assets mainly represent deferred costs incurred in relation to the mobilisation of land rigs.
- Contract liabilities mainly represent amounts paid in advance by customers for drilling rigs and components being built by the Group's Bentec Business Unit as well as deferred income arising from mobilisation income in our Land Drilling and Offshore Services Business Units.

b) Revenue recognised in relation to contract liabilities

- A \$1.4 million reduction in contract liabilities since 31 December 2020 has been recognised entirely as revenue in 2021, (2020: \$38.2 million) with further deferred mobilisation and demobilisation income of \$4.9 million (2020: \$13.9 million) being recognised as a liability in 2021.

c) Unsatisfied Performance Obligations

- The aggregate amount of the transaction price allocated to partially or fully unsatisfied performance obligations as at the year-end on confirmed purchase orders received prior to the year-end is \$43.8 million (2020: \$39.9 million). It is expected that 81% (2020: 83%) of this amount will be recognised as revenue in the 2022 financial year.

d) Demobilisation revenues

- Accrued revenues and costs related to demobilisation of land rigs are accounted for within trade receivables and accruals respectively.

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Notes to the consolidated financial statements for the year ended 31 December 2021

18 Cash, cash equivalents and other deposits

	2021 Group \$m	2020 Group \$m	2021 Company \$m	2020 Company \$m
Cash at bank and in hand	187.8	160.5	0.1	-
Cash held on money market funds	31.0	41.0	-	-
Cash and cash equivalents	218.8	201.5	0.1	-
Bank overdrafts	-	-	-	(13.4)
Cash and cash equivalents - net	218.8	201.5	0.1	(13.4)

The Group did not hold a bank overdraft balance on its net facility as at 31 December 2021.

The Group has a cash pooling working capital facility in which individual entities such as the Company can hold overdraft balances provided that the overall cash value held by all companies within the facility is in net credit. As at 31 December 2021, Group's overall net facility was in credit by \$32.7 million (2020: \$3.1 million). At consolidated Group level, the net credit value of \$32.7 million is included within the 'cash at bank and in hand' value of \$187.8 million. As at 31 December 2021, the Company's accounts were in credit by \$ 0.1 million. As at 31 December 2020, the Company held bank overdrafts of \$13.4 million.

At 31 December 2021, the Group held cash on a money market fund account of \$31.0 million (2020: \$41.0 million). The fund has a "AAA" credit rating. The funds are immediately accessible, and the yield on the account as at 31 December 2021 was 0.01% (2020: 0.01%).

	At 1 January 2021 \$m	Cash flow \$m	Non-cash movements \$m	Exchange movements \$m	At 31 December 2021 \$m
Analysis of net debt					
Cash and cash equivalents	201.5	17.8	-	(0.5)	218.8
Financial liabilities - borrowings short term	(0.9)	0.9	-	-	-
Financial liabilities - borrowings long term	(492.8)	-	(1.2)	-	(494.0)
	(292.2)	18.7	(1.2)	(0.5)	(275.2)

The net total of non-cash movements of \$1.2 million wholly relate to amortisation of capitalised arrangement fees.

19 Trade and other payables

	2021 Group \$m	2020 Group \$m	2021 Company \$m	2020 Company \$m
Trade payables	56.9	44.9	-	-
Other tax and social security payable	19.7	17.0	-	-
Other payables	28.5	22.8	-	-
Accruals	148.0	115.4	1.4	3.0
Payments received on account	3.5	2.2	-	-
Deferred income	26.7	26.2	-	-
	283.3	228.5	1.4	3.0

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Notes to the consolidated financial statements for the year ended 31 December 2021

20 Financial liabilities - borrowings

	2021 Group \$m	2020 Group \$m	2021 Company \$m	2020 Company \$m
Current borrowings				
Bank loans - secured	-	0.9	-	-
	-	0.9	-	-
Non-current borrowings				
Senior Secured Notes	494.0	492.8	-	-
	494.0	492.8	-	-
	494.0	493.7	-	-

Maturity of financial liabilities

The maturity profile of the carrying amount of the non-current financial liabilities at the Balance Sheet date was as follows:	2021 Group \$m	2020 Group \$m	2021 Company \$m	2020 Company \$m
In more than one year, but not more than five years:				
Senior Secured Notes	500.0	500.0	-	-
	500.0	500.0	-	-
Less: net capitalised arrangement fees (Senior Secured Notes)	(6.0)	(7.2)	-	-
	494.0	492.8	-	-

The average interest rate of the Group's borrowings at the Balance Sheet date including interest rate swaps was 9.9% (2020:9.9%).

The liabilities of \$500 million in relation to the Senior Secured Notes arose on completion of a \$500 million bond issuance in December 2020. The Senior Secured Notes of \$500 million are wholly denominated in US Dollars and bear interest at a fixed rate of 9.9% payable every 6 months. The maturity date of the Senior Secured Notes of \$500 million is in December 2025. The Senior Secured Notes are listed on The International Stock Exchange (TISE).

As at 31 December 2020, the Group had a bank term loan of \$0.9 million which was denominated in Omani Rials and bore fixed rate interest at 5.5%. This loan was fully repaid during 2021 as scheduled.

The Company held no financial liabilities at either 31 December 2021 or 31 December 2020.

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Notes to the consolidated financial statements for the year ended 31 December 2021

21 Financial instruments

The Group's multi-national operations expose it to a variety of financial risks that include the effects of changes in foreign currency exchange rates and interest rates. The Group has in place a risk management policy that seeks to limit the adverse effects on the financial performance of the Group by using foreign currency financial instruments and other instruments to fix interest rates.

a) Market risk

(i) Foreign exchange risk

The Group has a number of subsidiary companies whose revenue and expenses are denominated in currencies other than the US Dollar. The Group is exposed to foreign exchange risks primarily with respect to the US Dollar, Sterling, Euro, Norwegian Krone and particularly the Russian Rouble, Canadian Dollar, Angolan Kwanza and Azeri Manat. The Company is exposed to foreign exchange risks primarily with respect to Sterling.

In order to protect the Group's Balance Sheet from movements in exchange rates, whenever practical, the Group seeks to achieve natural hedging by ensuring that expenses are borne in the same currency as related income. Where this is not possible, the Group has entered, to an extent, into forward exchange contracts to hedge the foreign currency exposure of its subsidiary companies. Changes in the forward contract fair values are booked through the Income Statement. At 31 December 2021, the Group had 11 foreign exchange forward contracts.

A movement of 10% is considered to represent a material fluctuation of exchange rates. Movements in all of the Group's major exchange rate pairings against the US Dollar have been considered as each has the potential to impact on the reported US Dollar consolidated profit/loss and net assets/liabilities.

If the US Dollar became 10% stronger against all other main currencies of the Group, as at 31 December 2021 this would give rise to exchange losses of \$0.4 million impacting on operating profit (2020: gains of \$0.2 million). If the US Dollar became 10% stronger against all other main currencies of the Company, as at 31 December 2021 this would give rise to exchange losses of less than \$0.1 million impacting on operating profit (2020: gains of \$1.0 million).

If the US Dollar became 10% weaker against all other main currencies of the Group, as at 31 December 2021 this would give rise to exchange gains of \$0.4 million impacting on operating profit (2020: losses of \$0.2 million). If the US Dollar became 10% weaker against all other main currencies of the Company, as at 31 December 2021 this would give rise to exchange gains of less than \$0.1 million impacting on operating profit (2020: losses of \$1.1 million).

If the US Dollar became 10% stronger against all other main currencies of the Group, as at 31 December 2021 this would give rise to a decrease in net finance costs of \$18.0 million (2020: decrease in costs of \$2.9 million). There would be no impact for the Company (2020: nil).

If the US Dollar became 10% weaker against all other main currencies of the Group, as at 31 December 2021 this would give rise to an increase in net finance costs of \$19.8 million (2020: increase in costs of \$3.2 million). There would be no impact for the Company (2020: nil).

(ii) Interest rate risk

At 31 December 2021, the Group has very limited exposure to interest rate risk as its long term borrowings are at a fixed interest rate. The Group has exposure to interest rate risk on its interest bearing positive cash balances. The Company had no external borrowings or interest bearing positive cash balances at 31 December 2021 (2020: nil).

A movement of 1% is considered to represent a material fluctuation of interest rates.

If the average interest rate had been 1% higher during 2021, then the profit before taxation for the Group would have been \$1.5 million higher (2020: \$4.5 million higher loss before taxation). The impact for the Company would be that the loss before taxation would have been unchanged (2020: \$1.1 million lower).

If the average interest rate had been 1% lower during 2021, assuming a floor rate of 0%, then the profit before taxation for the Group would have been \$0.1 million lower (2020: \$1.8 million lower loss before taxation). The impact for the Company would be that the loss before taxation would have been unchanged (2020: \$0.4 million higher).

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Notes to the consolidated financial statements for the year ended 31 December 2021

21 Financial instruments (continued)

a) Market risk (continued)

(iii) Price risk

Neither the Group nor the Company is exposed to any significant price risk in relation to financial instruments.

b) Credit risk

The Group's credit risk relates primarily to its trade receivables. The Group has a small number of customers who are primarily either well established international or national companies, or joint ventures thereof. An evaluation is carried out of the credit risk of each new customer, and when appropriate, suitable protections put in place through the use of trade finance instruments.

Each month, management review an aged debtor analysis and focus on debts which are overdue for payment. In addition, there is always a level of unbilled receivables which arise through certain contractual mechanisms and attention is also focused on getting these amounts billed to customers as quickly as possible.

A table showing the ageing of trade receivables is provided in Note 16.

The Group's policy is to deposit cash at institutions with an 'A' rating or better where possible. The Group held \$31.0 million on a money market fund account with a 'AAA' rating at 31 December 2021 (2020: \$41.0 million).

c) Liquidity risk

At 31 December 2021, the Group is financed with \$500.0 million of other Senior Secured Notes and a positive cash balance of \$218.8 million. The Company had no external borrowings at 31 December 2021 (2020: nil).

d) Capital risk

The Group monitors its capital risk with reference to its long-term funding structure and leverage ratios such as gross debt to EBITDA and net debt to EBITDA.

There is no covenant requirement in relation to the Company.

The table below analyses both the Group's and Company's derivative and non-derivative financial liabilities into relevant maturity groupings based on the remaining period from the Balance Sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

Group	Less than 1 year \$m	Between 1 and 5 years \$m	Greater than 5 years \$m
At 31 December 2021			
Borrowings – bank loans and Senior Secured Notes	-	693.4	-
Lease liabilities	41.8	78.8	40.7
Trade and other payables	233.4	-	-
	Less than 1 year \$m	Between 1 and 5 years \$m	Greater than 5 years \$m
At 31 December 2020			
Borrowings - bank loans and Senior Secured Notes	1.0	742.8	-
Lease liabilities	31.3	61.1	35.9
Trade and other payables	183.1	-	-
Company		Less than 1 year \$m	Between 1 and 5 years \$m
At 31 December 2021			
Trade and other payables		1.4	-
		Less than 1 year \$m	Between 1 and 5 years \$m
31 December 2020			
Trade and other payables		3.0	-

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Notes to the consolidated financial statements for the year ended 31 December 2021

21 Financial instruments (continued)

The table below analyses the Group's derivative financial instrument liabilities into relevant maturity groupings based on the remaining period from the Balance Sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows:

Group	Less than 1 year \$m	Between 1 and 5 years \$m
At 31 December 2021		
Forward foreign exchange contracts		
Outflow - settlement	-	-

Group	Less than 1 year \$m
At 31 December 2020	
Forward foreign exchange contracts	
Outflow - settlement	0.7

The Group had 9 forward foreign exchange contracts at 31 December 2021. The maturity dates of these contracts range from January 2022 to June 2022.

The Group's derivative financial instrument assets were valued at \$0.2 million as at 31 December 2021 (2020: nil). The Company has no derivative financial instrument assets or liabilities at 31 December 2021 (2020: \$nil).

All of the Group's forward exchange contracts are categorised as cash flow hedges.

e) Fair value of non-derivative financial assets and financial liabilities

The fair value of short-term borrowings, trade and other payables, trade and other receivables, short-term deposits and cash at bank and in hand approximates to the carrying amount because of the short maturity of interest rates in respect of these instruments. Senior Secured Notes are publicly traded and as such the fair value is subject to fluctuation.

Group	2021 Book value \$m	2020 Book value \$m	2021 Fair value \$m	2020 Fair value \$m
Fair value of long-term borrowings				
Senior Secured Notes (Note 20) – level 1	494.0	492.8	533.0	511.3

Group	2021 Book value \$m	2020 Book value \$m	2021 Fair value \$m	2020 Fair value \$m
Fair value of other financial assets and financial liabilities				
Primary financial instruments held or issued to finance the Group's operations:				
Trade and other receivables (Note 16) – level 2	288.5	248.0	288.5	248.0
Cash and cash equivalents (Note 18) – level 2	187.8	160.5	187.8	160.5
Cash held on money market funds (Note 18) - level 2	31.0	41.0	31.0	41.0
Trade and other payables (Note 19) – level 2	233.4	183.1	233.4	183.1
Bank borrowings (Note 20) – level 2	-	0.9	-	0.9

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21 Financial instruments (continued)

Company	2021 Book value \$m	2020 Book value \$m	2021 Fair value \$m	2020 Fair value \$m
Fair value of other financial assets and financial liabilities				
Primary financial instruments held or issued to finance the Group's operations:				
Trade and other payables (Note 19) – level 2	1.4	3.0	1.4	3.0

The levels referred to in the table above relate to the following Fair Value hierarchy:

Level 1: Quoted prices (unadjusted) in active markets for identical assets and liabilities that can be accessed at the measurement date;

Level 2: Valuations containing inputs other than quoted prices in active markets for identical assets and liabilities that are observable either directly or indirectly; and

Level 3: Valuations containing unobservable inputs.

f) Derivative financial instruments

The fair value of derivative financial instruments at the Balance Sheet date was as follows:

Group	2021 Assets \$m	2020 Assets \$m	2021 Liabilities \$m	2020 Liabilities \$m
Forward foreign exchange contracts – cash flow hedges – current (level 2)	0.2	-	-	0.7

The Company had no derivative financial instruments at either 31 December 2021 or 31 December 2020.

The full fair value of a hedging derivative is classified as a non-current asset or liability if the remaining maturity of the hedged item is more than 12 months and, as a current asset or liability if the maturity of the hedged item is less than 12 months.

The Group's derivative financial instruments have been classified using the fair value hierarchy set out in the fair value accounting policy. The level in the fair value hierarchy that each instrument is categorised in is detailed in the table above.

There was no ineffectiveness recognised in the Income Statement from cash flow hedges in the year.

(i) Forward foreign exchange contracts

The notional principal amount of the outstanding forward foreign exchange contracts at 31 December 2021 was \$2.3 million (2020: \$7.7 million).

(ii) Interest rate swaps

The Group had no outstanding interest rate swaps at either 31 December 2021 or 2020. The Group only uses cash flow hedges and did not enter into any fair value or net investment hedges during the reporting year.

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22 Provisions and other payables

Group	2021 \$m	2020 \$m
At 1 January	3.3	5.1
Provided during the year	1.8	1.0
Utilised	(2.0)	(2.5)
Released	(0.4)	(0.1)
Exchange adjustments	0.3	(0.2)
At 31 December	3.0	3.3

Provisions and other payables have been analysed between current and non-current as follows:

	2021 \$m	2020 \$m
Current	1.0	1.1
Non-current	2.0	2.2
	3.0	3.3

Provisions of \$1.8 million (2020: \$2.9 million) relate mainly to warranty obligations in respect of guarantees provided in the normal course of business relating to equipment supplied. These are normally for a period of not more than two years. Dilapidation provisions of \$1.1 million (2020: \$0.2 million) are provided on leased premises for which the majority of leases expire in 2036.

23 Deferred tax

Deferred tax is calculated on temporary differences at the tax rate applicable to the country in which the liability or asset has arisen. The following are the deferred tax liabilities and assets recognised by the Group and movements thereon during the current and prior year.

	Fair market value \$m	Plant, property & Equipment \$m	Retirement benefit obligations \$m	Other including tax losses \$m	Total \$m
At 1 January 2020	(31.9)	0.2	19.4	8.7	(3.6)
Credit (charge) to Income Statement	30.7	7.9	-	(5.0)	33.6
Credit (charge) to equity	-	-	0.7	(1.0)	(0.3)
Exchange adjustments	-	1.6	-	(0.6)	1.0
At 31 December 2020	(1.2)	9.7	20.1	2.1	30.7
Credit (charge) to Income Statement	0.2	17.9	(1.4)	0.5	17.2
Change in rate	-	6.2	-	-	6.2
Exchange adjustments	-	1.4	(1.6)	0.1	(0.1)
At 31 December 2021	(1.0)	35.2	17.1	2.7	54.0

There are no deferred tax liabilities or assets within the Company as at 31 December 2021 (2020: nil).

At 31 December 2021 the Group had deferred tax assets of \$8.3 million arising from tax losses (2020: \$9.5 million).

Fair market value relates to the unwinding of deferred tax liabilities arising on the acquisition of assets from Abbot Group plc in 2008.

Certain deferred tax assets and liabilities have been offset, including the asset balances analysed in the table above.

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23 Deferred tax (continued)

The following is an analysis of the deferred tax balances (after offset) for financial reporting purposes:

	2021 Group \$m	2020 Group \$m	2021 Company \$m	2020 Company \$m
Deferred tax assets	66.7	49.0	-	-
Deferred tax liabilities	(12.7)	(18.3)	-	-
	54.0	30.7	-	-

Deferred tax has been recognised on unremitted earnings from overseas subsidiaries where payment is imminent. Russian unremitted earnings have been excluded as there is a ban on the payment of dividends currently in force. Where no payment is expected deferred tax is not recognised. As these earnings are continually reinvested by the Group, no tax is expected to be payable on them in the foreseeable future. If the earnings were remitted tax of \$1.1 million would be payable (2020: \$5.6 million).

During the year ended 31 December 2021, the Group continued to recognise a UK deferred tax asset of \$38.0 million (2020: \$28.5 million) which includes a revaluation of \$6.2 million due to the increase in the main UK corporation tax rate from 19% to 25%, announced in the Budget on 3 March 2021 and substantively enacted on 1 April 2023. It is anticipated that taxable profits will arise in the foreseeable future in the UK against which the deferred tax asset will be offset.

The Group has also recognised a German deferred tax asset of \$4.6m (2020: \$nil) as it is anticipated that taxable profits will arise in the foreseeable future in Germany against which the deferred tax asset will be offset.

A deferred tax asset has not been recognised on \$167.0 million of taxation losses (2020: \$155.5 million) due to the uncertainty of future taxable income arising in the countries concerned.

24 Share capital

The nominal share capital of the Company is in Sterling and is translated at the ruling exchange rate at the date of the transaction. The nominal value of each share is £1.

	2021 Number of shares	2020 Number of shares
Authorised, issued and fully paid shares		
At 01 January	6,960	6,957
Capital reduction	(6,959)	-
Share issue arising on refinancing	-	3
At 31 December	1	6,960

During the year ended 31 December 2021 6,959 ordinary £1 shares were cancelled as part of a capital reduction process. At the Balance Sheet date 1 ordinary £1 share is in issue.

25 Share premium

	2021 Group and Company \$m	2020 Group and Company \$m
At 1 January	3,429.3	227.8
Capitalisation of capital contribution reserve	(3,429.3)	-
Share premium arising on refinancing	-	3,201.5
At 31 December	-	3,429.3

The increase in share premium in the year to 31 December 2020 arose due to the Company undertaking a bonus issue of shares where the subscription was paid up using the entire value of its capital contribution reserve and intercompany payables to the previous and existing parent company were capitalised as part of the restructuring.

On 29th April 2021, KCA Deutag Alpha Limited completed a capital reduction to convert Share Capital and Share Premium balances to Retained Earnings.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements

for the year ended 31 December 2021

26 Retained earnings (accumulated losses)

	2021 Group \$m	2020 Group \$m	2021 Company \$m	2020 Company \$m
At 1 January	(2,752.2)	(2,748.2)	(2,404.6)	(2,014.4)
Profit for the year	13.2	0.6	0.4	(390.2)
Remeasurements on defined benefit pension schemes	8.6	(4.1)	-	-
Non controlling interest	(4.5)	-	-	-
Capitalisation of share premium reserve	3,429.3	-	3,429.3	-
Dividend to minority shareholder	(0.5)	(0.5)	-	-
At 31 December	693.9	(2,752.2)	1,025.1	(2,404.6)

27 Employees and Directors

	2021 Group \$m	2020 Group \$m
Employee benefit expense for the Group during the year:		
Wages and salaries	424.7	426.8
Social security costs	69.2	80.3
Other pension costs	18.4	18.9
	512.3	526.0

The other pension costs shown above of \$18.4 million (2020: \$18.9 million) relate to contributions to defined contribution schemes and current service costs relating to the defined benefit schemes.

	2021 Group Number	2020 Group Number
Average monthly number of people (including Executive Directors) employed:		
Drilling and engineering	6,902	6,868
Support and administration	1,410	1,403
	8,312	8,271

	2021 \$m	2020 \$m
Key management compensation:		
Salaries and short-term employee benefits	4.9	6.8
Post-employment benefits	0.2	0.5
	5.1	7.3

	2021 \$m	2020 \$m
The key management compensation figures include remuneration of two Directors:		
Aggregate emoluments, including retirement benefits	2.3	3.5

Included above are the emoluments of two Directors of the Company. The emoluments of the highest paid director, including retirement benefit contributions, were \$1.5 million (2020: \$1.2 million). The Directors have no retirement benefits accruing under a defined benefit scheme. The other Directors who served during the year received no emoluments from other Group companies in respect of their services.

The Company has no employees.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements

for the year ended 31 December 2021

28 Retirement benefit obligations

The Group operates a number of pension schemes in various countries. In respect of defined benefit schemes, the Group operates two funded schemes in the UK, whilst in Germany the particular schemes are unfunded in line with local practice in those countries.

a) UK schemes

The Group operates two funded defined benefit schemes in the UK as follows:

(i) The KCA Drilling defined benefit scheme has been closed to new members for a number of years with existing members continuing to accrue benefits based on their current salary and number of years' service with the Group.

The most recent actuarial valuation of the scheme was carried out at 31 December 2019 by the Group's pension advisers and the principal assumptions made by the actuaries were:

	2021 %	2020 %
Rate of increases in pensionable salaries	3.6	3.2
Rate of increase in pensions in payment and deferred pensions	2.4	2.3
Discount rate	2.0	1.2
Inflation assumption	3.6	3.2

The expected return on plan assets is based on market expectation at the beginning of the period for returns over the entire life of the benefit obligation.

The life expectancy of a male member currently aged 40, retiring at age 65, is 89 years (2020: 90 years). The life expectancy of a female member currently aged 40, retiring at age 65, is 92 years (2020: 92 years).

The amounts recognised in the Balance Sheet are determined as follows:

	2021 \$m	2020 \$m
Present value of funded obligations	(57.6)	(64.5)
Fair value of scheme assets	54.7	53.2
Net liability	(2.9)	(11.3)

The amounts recognised in the consolidated Income Statement are as follows:

	2021 \$m	2020 \$m
Interest cost	0.8	1.1
Interest income	(0.5)	(0.7)
Total included within the Income Statement	0.3	0.4

Changes in the present value of the defined benefit obligation are as follows:

	2021 \$m	2020 \$m
Present value of obligations at 1 January	64.5	56.6
Interest cost	0.8	1.1
Remeasurements:		
(Gain) loss from change in financial assumptions	(4.8)	8.3
(Gain) loss from change in demographic assumptions	(0.5)	(0.5)
(Gain) loss from effect of experience adjustments	(0.1)	(1.7)
Benefits paid	(2.0)	(1.6)
Exchange difference	(0.3)	2.3
Present value of obligations, 31 December	57.6	64.5

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

28 Retirement benefit obligations (continued)

Changes in the fair value of plan assets are as follows:

	2021 \$m	2020 \$m
Fair value of plan assets at 1 January	53.2	45.8
Interest income	0.5	0.7
Remeasurement: return on plan assets, excluding amounts included in interest expense/income	1.7	6.1
Employer contributions	1.8	0.3
Benefits paid	(2.0)	(1.6)
Exchange difference	(0.5)	1.9
Fair value of plan assets, 31 December	54.7	53.2

Analysis of the movement in the Balance Sheet liability:

	2021 \$m	2020 \$m
At 1 January	11.3	10.8
Total expense as above	0.3	0.4
Contributions	(1.8)	(0.3)
Remeasurements	(7.1)	-
Exchange difference	0.2	0.4
At 31 December	2.9	11.3

Contributions expected to be paid to the plan during the year beginning after the Balance Sheet date are \$0.9 million (2020: \$0.3 million).

Average life expectancy:

	2021	2020
Longevity at age 65 for current pensioners		
- Men	23	23
- Women	25	25
Longevity at age 65 for future pensioners		
- Men	24	25
- Women	27	27

The sensitivity of the defined obligation to changes in the weighted principal assumption is:

	Change in assumption	Impact on obligations	
		Increase in assumption \$m	Decrease in assumption \$m
Discount rate	0.25%	2.3	2.5
Inflation rate	0.25%	1.3	1.1

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to previous year.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

28 Retirement benefit obligations (continued)

The fair value of the plan assets was:

	2021	2020
	\$m	\$m
Cash	2.9	0.3
Equity	10.6	13.1
Debt	41.2	39.8
	54.7	53.2

(ii) The OIS Teesside Limited defined benefit scheme is closed and the Group is responsible for the ongoing funding of the scheme.

The most recent actuarial valuation of the scheme was carried out at 31 December 2018 by the Group's pension advisers and the principal assumptions made by the actuaries were:

	2021	2020
	%	%
Rate of increase in pensions in payment and deferred pensions	3.4	3.1
Discount rate	1.8	1.2
Inflation assumption	3.6	3.2

The life expectancy of a male member currently aged 40, retiring at age 65, is 89 years (2020: 89 years). There are no female plan members.

The amounts recognised in the Balance Sheet are determined as follows:

	2021	2020
	\$m	\$m
Present value of funded obligations	(13.4)	(13.7)
Fair value of plan assets	13.6	13.0
Net asset (liability)	0.2	(0.7)

The amounts recognised in the consolidated Income Statement are as follows:

	2021	2020
	\$m	\$m
Service cost	-	0.1
Interest cost	0.2	0.2
Interest income	(0.2)	(0.2)
Total included within the Income Statement	-	0.1

Changes in the present value of the defined benefits obligation are as follows:

	2021	2020
	\$m	\$m
Present value of obligations at 1 January	13.7	12.2
Service cost	-	0.1
Interest cost	0.2	0.2
Remeasurements:		
(Gain) loss from change in demographic assumptions	0.5	-
(Gain) loss from change in financial assumptions	(0.7)	1.7
Experience (gains) losses	0.2	-
Benefits paid	(0.4)	(0.9)
Exchange difference	(0.1)	0.4
Present value of obligations, 31 December	13.4	13.7

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

28 Retirement benefit obligations (continued)

	2021 \$m	2020 \$m
Fair value of plan assets at 1 January	13.0	12.7
Interest income	0.2	0.2
Benefits paid	(0.4)	(0.9)
Remeasurement: return on plan assets, excluding amounts included in interest expense/income	1.0	0.6
Exchange difference	(0.2)	0.4
Fair value of plan assets, 31 December	13.6	13.0

Analysis of the movement in the Balance Sheet (asset) liability:

	2021 \$m	2020 \$m
At 1 January	0.7	(0.5)
Total expense as above	-	0.1
Remeasurements	(1.0)	1.1
Exchange difference	0.1	-
At 31 December	(0.2)	0.7

Contributions expected to be paid during the annual year after the Balance Sheet date are nil (2020: nil).

Average life expectancy:

	2021	2020
Longevity at age 65 for current pensioners		
- Men	23	22
- Women	n/a	n/a
Longevity at age 65 for future pensioners		
- Men	24	24
- Women	26	26

The sensitivity of the defined obligation to changes in the weighted principal assumption is:

	Change in assumption	Impact on obligations	
		Increase in assumption \$m	Decrease in assumption \$m
Discount rate	0.25%	0.6	0.6
Inflation rate	0.25%	0.5	0.5

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to previous year.

The fair value of the plan assets was:

	2021 \$m	2020 \$m
Cash	1.4	0.1
Equity	4.6	4.3
Debt	7.6	8.6
	13.6	13.0

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

28 Retirement benefit obligations (continued)

b) Germany schemes

The Group operates four defined benefit schemes in Germany. The schemes are unfunded in common with local practice and the total liabilities of the schemes are included as a Balance Sheet provision.

The schemes have been closed to new members for a number of years with existing members continuing to accrue benefits based on their current salary levels and number of years' service with the Group.

The life expectancy of a male member currently aged 40, retiring at age 65, is 88 years (2020: 88 years). The life expectancy of a female member currently aged 40, retiring at age 65, is 91 years (2020: 91 years).

The most recent actuarial valuation of the schemes was carried out at 31 December 2021 by the Group's pension advisers and the principal assumptions made by the actuaries were:

	2021 %	2020 %
Rate of increase in pensionable salaries	2.0	2.0
Rate of increase in pensions in payment and deferred pensions	1.0	1.0
Discount rate	1.1	1.1
Inflation assumption	1.0	1.5

The amount recognised in the Balance Sheet is:

	2021 \$m	2020 \$m
Present value of unfunded obligations	123.6	139.8

The amounts recognised in the consolidated Income Statement are as follows:

	2021 \$m	2020 \$m
Current service cost	0.6	0.7
Interest cost	1.3	1.4
Total included within the Income Statement	1.9	2.1

Changes in the present value of the defined benefit obligations as included in the Balance Sheet are as follows:

	2021 \$m	2020 \$m
Present value of obligations at 1 January	139.8	128.3
Service cost	0.6	0.7
Interest cost	1.3	1.4
Remeasurements:		
(Gain) loss from change in financial assumptions	(2.5)	2.1
Experience (gain) loss	0.5	0.1
Benefits paid	(5.3)	(5.0)
Exchange difference	(10.8)	12.2
Present value of obligations, 31 December	123.6	139.8

Average life expectancy:

	2021	2020
Longevity at age 65 for current pensioners		
- Men	20	20
- Women	24	24
Longevity at age 65 for future pensioners		
- Men	23	23
- Women	26	26

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28 Retirement benefit obligations (continued)

The sensitivity of the defined obligation to changes in the weighted principal assumption is:

	Impact on obligations		
	Change in assumption	Increase in assumption \$m	Decrease in assumption \$m
Discount rate	0.25%	4.1	4.3
Inflation rate	0.25%	4.1	3.9

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to previous year.

c) Total

The total provision in the consolidated Balance Sheet relating to pension liabilities is analysed as follows:

	2021 \$m	2020 \$m
UK schemes		
- KCA	2.9	11.3
- OIS	(0.2)	0.7
Germany schemes	123.6	139.8
At 31 December	126.3	151.8

The Group also made contributions to defined contribution plans of \$17.8 million (2020: \$18.2 million).

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29 Cash generated from (used in) operating activities

	2021 Group \$m	2020 Group \$m	2021 Company \$m	2020 Company \$m
Cash generated from (used in) operating activities				
Profit before taxation	29.6	11.7	0.4	(390.2)
Adjustments for:				
- depreciation of property plant and equipment	101.7	169.0	-	-
- depreciation of right of use assets	37.4	27.6	-	-
- amortisation of intangible assets – customer relationships	-	4.1	-	-
- impairment of non current assets	(5.9)	510.6	-	-
- amortisation of intangible assets - other	3.5	10.5	-	-
- loss (gain) on sale of property, plant and equipment	0.1	(1.2)	-	-
- exceptional (gain) loss on refinancing and extinguishment of debt	-	(694.6)	-	370.9
Net movement in provisions and other liabilities and retirement benefit obligations	(9.1)	1.1	-	-
Net finance costs	57.7	206.9	-	21.4
Changes in working capital:				
- (increase) decrease in inventories and work in progress	(15.3)	5.4	12.6	-
- (increase) decrease in trade and other receivables	(43.1)	46.6	0.9	(58.4)
- increase (decrease) in trade and other payables	56.8	(61.4)	-	12.0
Net exchange differences from operating activities	(1.9)	(15.6)	-	-
Cash generated from (used in) operating activities	211.5	220.7	13.9	(44.3)

30 Contingent liabilities

The Company is a guarantor for Group senior secured debt facilities comprising of Senior Secured Notes and guarantee facilities. Security is given by a fixed and floating charge over the net assets of the Company.

31 Leases

This note provides information for leases where the Group is a lessee.

(i) Amounts recognised in the balance sheet

The balance sheet shows the following amounts relating to leases:

	2021 Group \$m	2020 Group \$m
Right of Use Assets:		
Properties	38.6	39.7
Drilling rigs and equipment	58.8	35.4
Vehicles, Plant & Equipment	14.8	12.9
	112.2	88.0
Lease Liabilities:		
Current	40.2	30.8
Non-Current	80.9	64.4
	121.1	95.2

Additions to the right-of-use assets during the year were \$48.6 million (2020: \$58.1 million).

KCA Deutag Alpha Limited

Notes to the consolidated financial statements

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31 Leases (continued)

ii) Amounts recognised in the statement of profit or loss

The statement of profit or loss shows the following amounts relating to leases:

	2021	2020
	\$m	\$m
Depreciation charge of right-of-use assets		
Properties	14.0	12.3
Drilling rigs & Equipment	14.4	3.2
Vehicles, Plant & Equipment	9.0	12.1
	37.4	27.6
Interest expense (included in finance cost)	11.5	7.2
Expense relating to short-term leases	0.4	1.3

The total cash outflow for leases in 2021 was \$47.0 million (2020: \$32.6 million).

32 Capital and other financial commitments

	2021	2020
	\$m	\$m
Contracts placed for future capital expenditure not provided in the financial statements	27.1	15.7

33 Related party transactions

The following balances relate to transactions carried out with the Group and its parent company:

Group	2021	2020
	\$m	\$m
Amounts owed by parent company	2.9	-

Company	2021	2020
	\$m	\$m
Amounts owed to subsidiaries	(2.0)	-
Amounts owed by subsidiaries	224.2	240.3
Amounts owed by parent company	2.9	-

The Company is a wholly owned subsidiary undertaking of KCA Deutag International 3 Limited, the Company's ultimate parent undertaking and ultimate controlling company is KCA Deutag International Limited.

During the year to 31 December 2021, \$1.0 million of interest free loans were made to key management personnel (2020: nil). Loans made to personnel in the UK were interest free while those made to personnel in the US and Norway bear interest at the rates set by the relevant tax authorities in those countries. Key management compensation is disclosed in Note 27.

The following balances relate to transactions carried out with Group and its parent company:

	2021	2020
	\$m	\$m
Purchases	(2.9)	-

The following balances relate to transactions carried out by the Company and its associated parent companies:

	2021	2020
	\$m	\$m
Purchases	(2.9)	-

The terms of loans made to subsidiaries are disclosed in Note 14.

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34 Subsidiary undertakings, other related undertakings and ultimate controlling party

The Company is a wholly owned subsidiary undertaking of KCA Deutag International 3 Limited, a company incorporated in England and Wales. The Company's ultimate parent undertaking and ultimate controlling company is KCA Deutag International Limited, which is registered in Jersey.

At 31 December 2021, the smallest and largest group in which the results of the Company are consolidated are those headed by KCA Deutag Alpha Limited and KCA Deutag International Limited respectively. Copies of financial statements of KCA Deutag Alpha Limited and KCA Deutag International Limited are available from Group Headquarters, Bankhead Drive, City South Office Park, Portlethen, Aberdeenshire, AB12 4XX.

A full list of subsidiaries and joint ventures is shown below. A full list of subsidiaries and joint ventures is shown below.

The Group's subsidiaries registered at 1 Park Row, Leeds, LS1 5AB are as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
Abbot Group Limited	Direct subsidiary	England and Wales	100%
KCA DEUTAG Rig Co. Limited	Indirect subsidiary	England and Wales	100%
KCA DEUTAG (Land Rig) Limited	Indirect subsidiary	England and Wales	100%
KCA DEUTAG UK Finance Plc	Indirect subsidiary	England and Wales	100%
KCA DEUTAG Enterprises Limited	Indirect subsidiary	England and Wales	100%
Rig Design Services Holdings Limited	Indirect subsidiary	England and Wales	100%
RDS Energy Solutions Limited	Indirect subsidiary	England and Wales	100%
Abbot Investments (North Africa) Limited	Indirect subsidiary	England and Wales	100%
Abbot Holdings Limited	Indirect subsidiary	England and Wales	100%
KCA DEUTAG Drilling Group Limited	Indirect subsidiary	England and Wales	100%
KCA European Holdings Limited	Indirect subsidiary	England and Wales	100%
KCA DEUTAG Caspian Limited	Indirect subsidiary	England and Wales	100%

The Group's subsidiaries registered at Group Headquarters, Bankhead Drive, City South Office Park, Portlethen, Aberdeenshire, AB12 4XX are as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Europe BV	Indirect subsidiary	Scotland	100%
SET Drilling Company Limited	Indirect subsidiary	Scotland	100%
KCA DEUTAG Drilling Limited	Indirect subsidiary	Scotland	100%
KCA DEUTAG Drilling Services (UK) Limited	Indirect subsidiary	Scotland	100%
KCA DEUTAG Offshore UK Limited	Indirect subsidiary	Scotland	100%
KCA DEUTAG Technical Support Limited	Indirect subsidiary	Scotland	100%
KCA DEUTAG Rig Design Services Limited	Indirect subsidiary	Scotland	100%
KCA DEUTAG Limited	Indirect subsidiary	Scotland	100%
Kenera Energy Solutions Limited (UK)	Indirect subsidiary	Scotland	100%
ProRig Limited	Indirect subsidiary	Scotland	100%
Abbot Keystone Limited	Indirect subsidiary	Scotland	100%

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34 Subsidiary undertakings, other related undertakings and ultimate controlling party (continued)

The Group's subsidiary registered at 10 Anson Road, #32-15 International Plaza, Singapore 079903 is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Drilling PTE Limited (in liquidation)	Indirect subsidiary	Singapore	100%

The Group's subsidiaries registered at 11757 Katy Freeway, Suite 600, Houston, TX, 77079, USA are as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG LLC	Indirect subsidiary	USA	100%
KCA DEUTAG US Finance LLC	Indirect subsidiary	USA	100%

The Group's subsidiaries registered at Elenion Building, 2nd Floor, 5 Themistocles Dervis Street, Nicosia 1066, Cyprus are as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Overseas Limited	Indirect subsidiary	Cyprus	100%
KCA DEUTAG Holdings Limited	Indirect subsidiary	Cyprus	100%
KCA DEUTAG (Cyprus) Limited	Indirect subsidiary	Cyprus	100%

The Group's subsidiaries registered at Deilmannstrasse 1, 48455 Bad Bentheim, Germany are as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
Abbot Verwaltungsgesellschaft mbH	Indirect subsidiary	Germany	100%
KCA DEUTAG GmbH	Indirect subsidiary	Germany	100%
KCA DEUTAG Tiefbohrergesellschaft mbH	Indirect subsidiary	Germany	100%
KCA DEUTAG Drilling GmbH	Indirect subsidiary	Germany	100%
Bentec GmbH Drilling and Oilfield Systems	Indirect subsidiary	Germany	100%
Bentec Personalservice GmbH	Indirect subsidiary	Germany	100%

The Group's subsidiaries registered at Espehaugen 37, 5258 Blomsterdalen, 1201 Bergen, Norway are as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Holdings Norge AS	Indirect subsidiary	Norway	100%
KCA DEUTAG Drilling Norge AS	Indirect subsidiary	Norway	100%
KCA DEUTAG MODU Operations AS	Indirect subsidiary	Norway	100%
Abbot Holdings Norge AS	Indirect subsidiary	Norway	100%
KCA DEUTAG Offshore AS	Indirect subsidiary	Norway	100%
KCA DEUTAG Drilling Offshore Services AS	Indirect subsidiary	Norway	100%

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34 Subsidiary undertakings, other related undertakings and ultimate controlling party (continued)

The Group's subsidiaries registered at Jan Tinbergenstraat 432, 7559, St Hengelo, the Netherlands are as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Nederland BV	Indirect subsidiary	Netherlands	100%
KCA DEUTAG Investments BV	Indirect subsidiary	Netherlands	100%

The Group's subsidiaries registered at One Marina Boulevard # 28-00 Singapore 018989 are as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Tender Barges (Offshore) Pte Ltd	Indirect subsidiary	Singapore	100%
KCA DEUTAG PTE Limited	Indirect subsidiary	Singapore	100%

The Group's associate registered at 23B, Jalan 52/1, 46200 Petaling Jaya, Selangor, Malaysia is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
Global Tender Barges Malaysia Sdn Bhd (in liquidation)	Indirect subsidiary	Malaysia	30%

The Group's subsidiary registered at San Blas 2 San Joaquin, Ciudad del Carmen, Campeche 24157 is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
Global Tender Barges Mexico, S. de R.L. de C.V.	Indirect subsidiary	Mexico	99%

The Group's subsidiary registered at 5-9 Main Street, Gibraltar, GX11 1AA is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
International Air Drilling Company Limited	Indirect subsidiary	Gibraltar	100%

The Group's subsidiary registered at Erbil, English Village, Villa 357, Kurdistan is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
Performance Drilling for Oil Services Limited	Indirect subsidiary	Iraq	100%

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34 Subsidiary undertakings, other related undertakings and ultimate controlling party (continued)

The Group's subsidiary registered at Caledonian House, PO Box 1043, George Town, Grand Cayman, KY1-1102 Cayman Islands is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
ILI Corporation Limited	Indirect subsidiary	Cayman Islands	100%

The Group's subsidiary registered at 2/F Palm Grove House, PO Box 3340, Road Town, Tortola, British Virgin Islands is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Investments Limited	Indirect subsidiary	British Virgin Islands	100%

The Group's subsidiary registered at Oman KCA DEUTAG Drilling Company LLC, P.O. Box 74, Postal Code 328, Rumais, Sultanate of Oman is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
Oman KCA DEUTAG Drilling Company (LLC)	Indirect subsidiary	Oman	70%

The Group's subsidiary registered P.O Box 12 78, Postal Code 133, Al-Khuwai, Sultanate of Oman is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
International Drilling Technology (LLC)	Indirect subsidiary	Oman	76%

The Group's subsidiary registered at Km 16, PH-Aba Expressway, Opposite INTELS, Rumukurusi, Port-Harcourt, Nigeria is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Nigeria Limited	Indirect subsidiary	Nigeria	38%

The Group's subsidiary registered at Lot 5475, Simpang 68, Jalan Kerma Negara, Kuala Belait KA 1931, Brunei Darussalam is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Drilling (Brunei) Sdn Bhd	Indirect subsidiary	Brunei	100%

The Group's subsidiary registered at 2km of Stary Tobolsky trakt, 8a, 625014 Tyumen, Russia is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
Bentec Drilling and Oilfield Systems LLC	Indirect subsidiary	Russia	100%
KCA DEUTAG Russia LLC	Indirect subsidiary	Russia	100%

KCA Deutag Alpha Limited

Notes to the consolidated financial statements

for the year ended 31 December 2021

34 Subsidiary undertakings, other related undertakings and ultimate controlling party (continued)

The Group's subsidiary registered at Chekhova St. 78, 6th Floor, Yuzhno-Sakhalinsk, 693008, Russia is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Drilling LLC	Indirect subsidiary	Russia	100%

The Group's subsidiary registered at Schottegatweg Oost 44, Willemstad, Curaçao is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
Deutag Overseas (Curaçao) NV	Indirect subsidiary	Netherlands Antilles	100%

The Group's subsidiary registered at PO Box 4327, Al Khobar 31952, Kingdom of Saudi Arabia is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Drilling Saudi Arabia Limited	Indirect subsidiary	Saudi Arabia	100%

The Group's subsidiary registered at 45 Hebron Way, Suite 201, St. John's NF, A1A 0P9, Canada is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Drilling Canada Inc.	Indirect subsidiary	Canada	100%

The Group's subsidiary registered at No.4 Rajeyan St., Goyabadi St., Zafar Ave., Tehran, Iran is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Iran Kish Drilling Company (in liquidation)	Indirect subsidiary	Iran	100%

The Group's subsidiary registered at Unit No. 804, DMCC Business Centre, Level No , Jewellery & Gemplex 3, Dubai, UAE is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA DEUTAG Operations Services DMCC	Indirect subsidiary	UAE	100%

The Group's joint venture registered at 15 Chaikovsky Street, Almaty, Republic of Kazakhstan is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
Bentec Kazakhstan Limited Liability Partnership	Joint venture	Kazakhstan	50%

The Group's subsidiary registered at 14th Floor ISR Plaza, 69 Nizami Street, Baku, AZ 1000 Azerbaijan is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
Turan Drilling & Engineering Company LLC	Indirect subsidiary	Azerbaijan	49%

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34 Subsidiary undertakings, other related undertakings and ultimate controlling party (continued)

The Group's subsidiaries registered at Al Qurm, Bawshar, P.O. Box 739, 116 Muscat Governorate, Sultanate of Oman are as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA Deutag Energy Global LLC	Indirect subsidiary	Oman	99%
KCA Deutag Energy National LLC	Indirect subsidiary	Oman	99%

The Group's subsidiary registered at Ghala, Bawshar, P.O. Box 739, 116, Muscat Governorate, Sultanate of Oman is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA Deutag Energy LLC	Indirect subsidiary	Oman	70%

The Group's subsidiary registered at Mina Al Fahel, Al Qurm, Bawshar, P.O.Box 739, 116, Muscat Governorate, Sultanate of Oman is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA Deutag Energy International LLC	Indirect subsidiary	Oman	99%

The Group's subsidiary registered at Jan Tinbergenstraat 432, 7559 St Hengelo, the Netherlands is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA Deutag Rider Cooperatief U.A.	Indirect subsidiary	Netherlands	100%

The Group's subsidiary registered at Third Floor, Gulf Axis Dana Office Building, Al Dana Al Shamalia, P.O Box: 79707, Dhahran 34258, Kingdom of Saudi Arabia is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA Deutag Gulf Drilling Limited	Indirect subsidiary	Saudi Arabia	100%

The Group's subsidiary registered at 04050, Ukraine, Kyiv, Mykoly Pymonenka Street 13, build. 1-B, office 31 is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
Bentec TOB	Indirect subsidiary	Ukraine	100%

The Group's joint venture registered at Republic of Kazakhstan, Atyrau Region, Atyrau, Sharipova Street, 26A, Block 1 ground floor is as follows:

Name	Relationship to Company	Country of Incorporation	Percentage of ordinary shares held
KCA Deutag Kazakhstan LLP	Joint venture	Kazakhstan	51%

On 4 June 2021 the Group incorporated Kenera Energy Solutions Limited (UK).

KCA Deutag Alpha Limited

Notes to the consolidated financial statements

for the year ended 31 December 2021

34 Subsidiary undertakings, other related undertakings and ultimate controlling party (continued)

Statutory audit exemptions

KCA Deutag Alpha Limited has agreed to issue guarantees over the liabilities of the following companies at 31 December 2021 under Section 479C of Companies Act 2006 and these entities are exempt from the requirements of the Act relating to the audit of individual accounts by virtue of Section 479A of the Act:

Company Name	Company number
KCA DEUTAG (Land Rig) Limited	05659113
KCA DEUTAG Drilling Group Limited	01059871
KCA European Holdings Limited	04286946
Abbot Investments (North Africa) Limited	05246036
Abbot Holdings Limited	02682916
Rig Design Services Holdings Limited	04286931
KCA DEUTAG Limited	SC349488
Prorig Limited	SC464570
SET Drilling Company Limited	SC167498

35 Post balance sheet events

a) Ukraine Conflict

The health, safety and security of our colleagues and their families in Ukraine and Russia is a key priority for KCA Deutag. At the start of the conflict, we established a dedicated committee to actively monitor the situation and stay in full compliance with all applicable sanctions. The Group has suspended all new investments in Russia and is evaluating its options relating to the Russian business. Although there has been no material impact on our operations in the first few months of 2022, the fourth package of European Union sanctions which has further restrictions may require us to suspend certain activities in order to stay compliant.

Our Russian businesses represent a significant proportion of the Group's revenue, assets and liabilities (see Note 5).

While we are continuing to evaluate our options in relation to our businesses in Russia, should a decision be made to suspend or cease certain activities, this would have a material impact on the Group's 2022 financial statements, which would include reduced profitability and non-cash asset write downs.

b) Nigerian asset sale

As disclosed in Note 6 on 30 December 2021 the Group entered into an agreement with Geoplex Drillteq Limited to sell several rigs and associated inventory in Nigeria with the intention to exit the Nigerian land drilling business. The Nigerian rigs and inventory have been classified as held for sale as at 31 December 2021.

The rigs which have been sold were previously impaired in the year ended 31 December 2020. As such this impairment has been reversed in the accounts to 31 December 2021.

The deal completed with final funds being received from Geoplex Drillteq Limited on 21 March 2022.

KCA Deutag Alpha Limited

Notes to the consolidated financial statements for the year ended 31 December 2021

35 Post balance sheet events (continued)

The table below summarises the transaction:

	\$m
Gross proceeds	17.9
Cost of disposal	(0.1)
Net proceeds	17.8
Assets disposed	
Property, plant and equipment	(3.6)
Inventory	(6.1)
Gain on disposal	8.1

The above is based on the 31 December 2021 net book value of the rigs sold, writing back the previous rig impairments as well as an assumption that the inventory is sold at book value. The full disposal accounting and final gain on sale recognition will be recorded in year ending 31 December 2022.