

2020

Creating a resilient UK independent oil and gas company of scale with a global footprint

March 2021

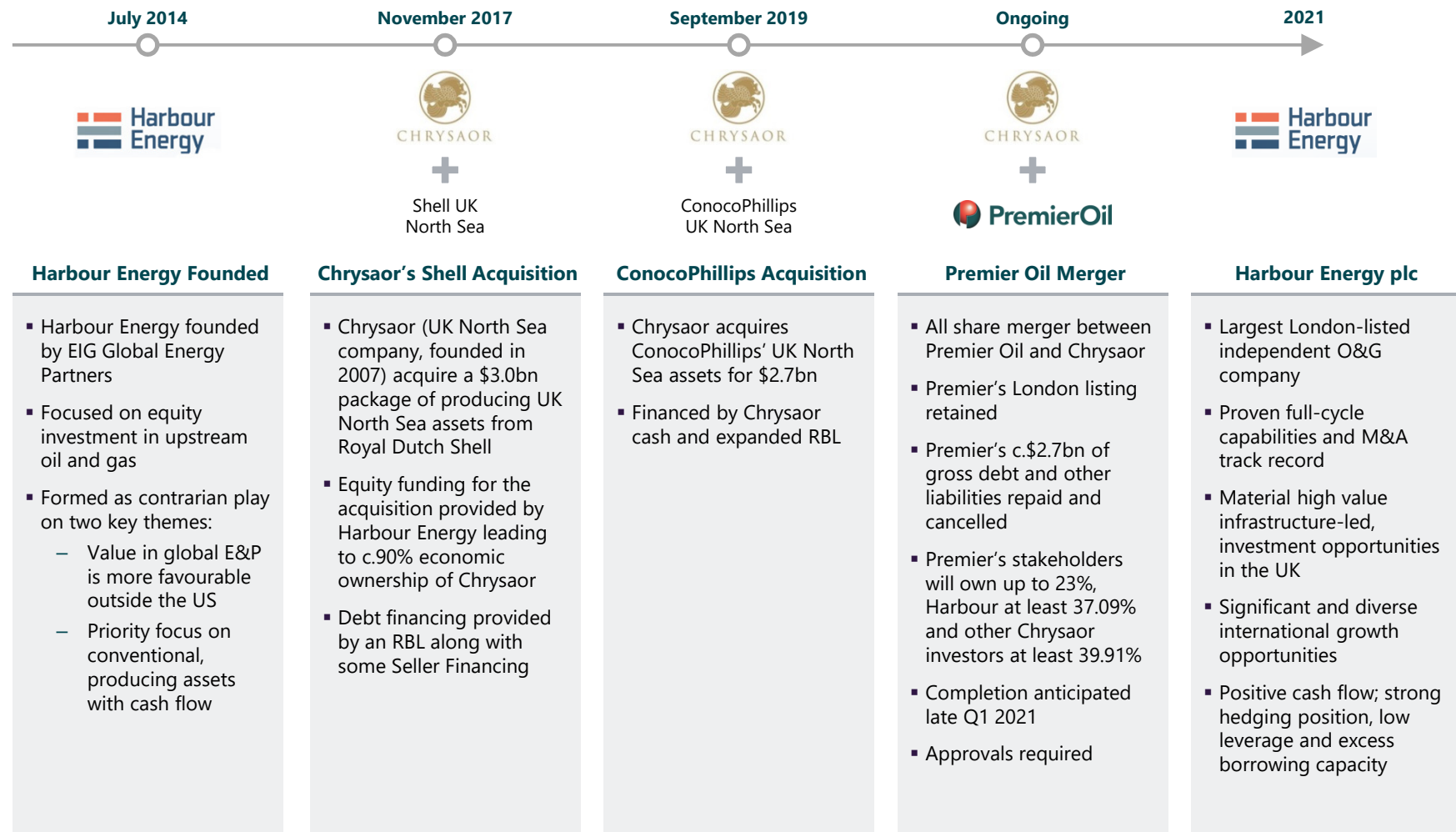


Chrysaor & Premier Merger: Milestones to Completion

Timing	Milestone	
6 Oct 2020	Transaction announcement	✓
3 Nov 2020	Creditor support announced	✓
23 Nov 2020	RBL syndication completed	✓
30 Nov 2020	Norway (MPE) regulatory approval received	✓
3 Dec 2020	European Commission merger control clearance received	✓
16 Dec 2020	Publication of Prospectus, Shareholder Circular and Notice of General Meeting	✓
12 Jan 2021	General Meeting of Premier's shareholders – shareholder approval received	✓
22 Feb 2021	Restructuring Plan Creditor Meetings	✓
Q1 2021	Other regulatory (UK, Falkland Islands) and antitrust (Vietnam and Mexico) approvals	✓
March 2021	Completion and readmission to listing by end Q1 2021	

The evolution of Harbour Energy plc

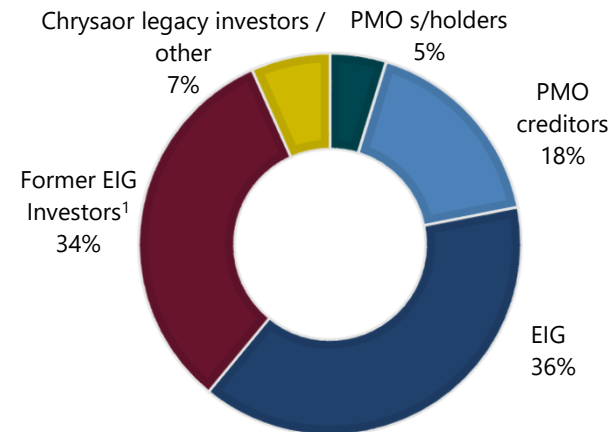
Asset base underpinned by Shell & ConocoPhillips North Sea asset acquisitions and merger with Premier Oil



FTSE Inclusion and Investability Weighting¹

- Harbour is expected to meet all FTSE inclusion criteria upon readmission in April
- Enlarged issued share capital expected to enter FTSE All Share in June with >23% investability weighting, rising to c. 64% in December
- Approximately 10% of the investability adjusted free float of the LSE Main Market is tracked by UK index / quasi index funds
- Enlarged ISC of Harbour will be considered in the September review for FTSE Index Inclusion

Pro forma ownership structure



² Former EIG Investors consist of global investors, sovereign wealth funds, pension funds and other asset managers

	Ownership	Ownership subject to lock-up	Length of lock-up
Premier shareholders	5%	None	N/A
Premier creditors	18%	TBC	Small holders (< 2.7%): none; Large holders: 3-6 months
Former EIG Investors⁽¹⁾	34%	>30%	6 months
Chrysaor legacy investors / other	7%	7%	6 months
EIG	36%	36%	12 months

¹ Ultimate determinations on eligibility, index ranking and weighting will be made by FTSE and that numbers are estimates only and based on the current register

Highly experienced leadership team and Board



Linda Cook

*CEO,
Executive Director*

- Currently Managing Director and Executive Committee member of EIG Global Energy Partners and CEO of Harbour Energy
- Retired from Royal Dutch Shell in 2010, at which time she was a Board of Directors and Executive Committee member
- During her 29 years with Shell she held positions including CEO of Shell Gas & Power, Executive Director & CEO of Shell Canada, EVP Strategy & Finance for Global Exploration & Production



Phil Kirk

*President & CEO of Europe,
Executive Director*

- Currently CEO of Chrysaor, which he founded in 2007
- Oil & Gas UK Board member
- Established CH4 Energy in 2002 and was MD there until its sale to Venture Production in 2006
- After qualifying as a chartered accountant he joined Hess where he held several roles including head of finance, N.W. Europe



Alexander Krane

*CFO,
Executive Director*

- Currently Investment Director at Aker ASA
- CFO of Det Norske responsible for all financial functions as well as strategy, business development and M&A between 2012 and 2016. After the merger with BP Norway in 2016, he remained CFO of the merged entity, Aker BP, until 2019
- Started his career at KPMG, working in both Norway and the US. After working at Norse Energy Corp as Group Controller, he joined Aker ASA as Corporate Controller in 2010

R. Blair Thomas

*Chairman, Nomination
Committee Chair*

- >30 years' experience in investment management with a focus on energy and infrastructure
- Blair is the CEO of EIG and chairs the Investment and Executive Committees

G. Steven Farris

NED

- Chairman and CEO of Apache Corporation since 2009 and 2002, respectively, until retirement in 2015
- NED of Chrysaor since 2017 and has been a member of the Harbour Board since 2015

Simon Henry

Senior INED

- 35 years in an executive career with Shell, retiring as CFO and Executive Director in 2017
- He has since developed a portfolio of non-executive and advisory roles, in both the public and private sector

Anne Stevens

INED, Chair Remuneration Com.

- >30 years' experience in manufacturing, management and executive roles
- Previously Exec. VP of Ford, CEO of Carpenter Technology, CEO of GKN Aerospace and chairman, CEO and principal of SA IT

Anne Marie Cannon

INED

- >35 years' experience in the oil and gas sector through senior roles within investment banking and quoted companies
- Deputy Chair of Aker BP ASA, NED at STV Group and advisor at PJT Partners
- Currently NED at Premier Oil

Alan Ferguson

INED, Chair Audit & Risk

- >20 years of executive experience in mining and automotive industries
- Previously Group FD of Inchcape, the BOC group and CFO of Lonmin
- NED & ARC Chair at AngloGold Ashanti and Marshall Motor Holdings

Margareth Øvrum

INED, Chair HSES Committee

- 39 years with Equinor, including 16 years on Executive Committee
- NED & ESG/Sustainability Committee member at TechnipFMC and FMC Corp
- Former NED of Alfa Laval, Atlas Copco, Ratos & Siemens Norway

Andy Hopwood

INED

- >40 years experience in the global oil and gas industry gained during his long association with BP
- Retired from BP in 2020, having spent 10 years serving as a member of BP's Executive Team and COO of Upstream

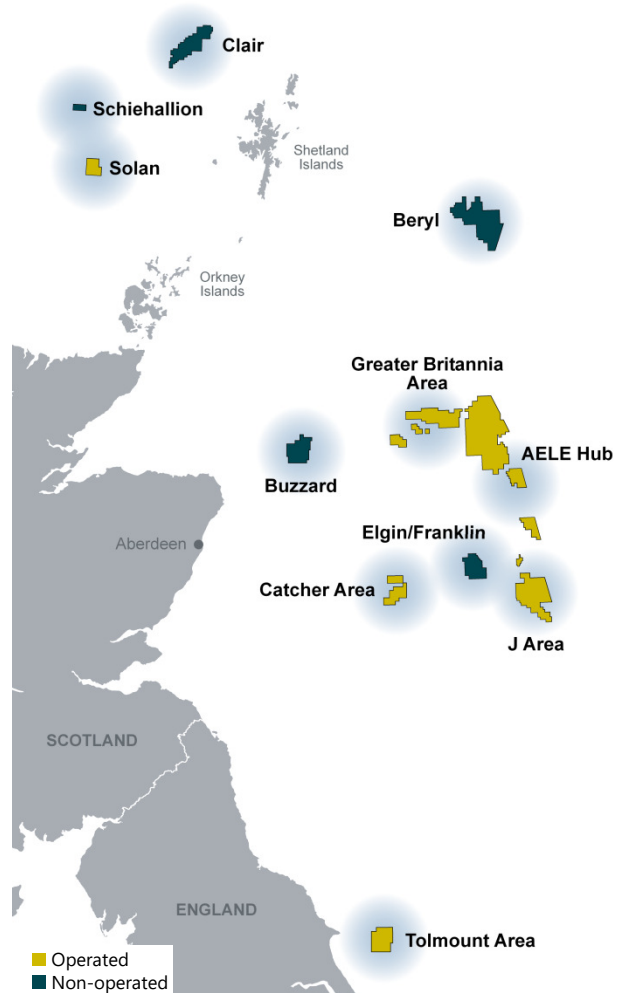
Harbour Energy: a new, unique investment opportunity

1	UK's largest-listed independent O&G company	- Combined production of 235 kboepd for first 11 months of 2020 - Significant international growth opportunities - Upper quartile of FTSE250 - Competitive within peer group of large, international, independent O&G companies (AkerBP, Lundin, Apache, Hess, Marathon, etc)
2	A diversified UK business of scale with significant operated position	- Largest UK oil and gas producer - High quality operated hubs: Britannia, J-Area, AELE, Catcher and Tolmount - Interests in other UK producing hubs: Clair, Buzzard, Beryl, Elgin-Franklin and Schiehallion - Low UK operating costs - Access to infrastructure
3	Combines two highly complementary businesses	- Potential substantial cost synergies: UK operations, G&A, financing costs - Potential material tax synergies: accelerates use of Premier's \$4.1bn tax losses - Complementary UK positions plus global footprint - Balance between oil and gas - High degree of operational control - Opportunity to combine strategies related to reducing carbon footprint
4	A stable platform for future growth	- Producing assets generate free cash flow for re-investment - Combined portfolio of organic investment opportunities – capital allocation drives higher returns - Global footprint enables broader set of organic and inorganic growth options
5	A strong financial position	- Strong balance sheet and sustainable financing structure - Positions the business for a potential investment grade credit rating - Expected to offer a dividend to shareholders in the near-term, subject to market conditions

UK: a business of scale generating material cash flows

607 mmboe
UK 2P reserves¹

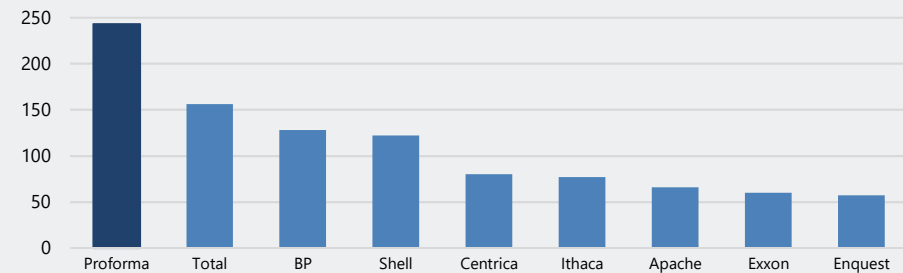
436 mmboe
UK 2C resource¹



- Diversified, tax-efficient asset base
- Balance of oil vs gas
- Low, stable operating costs
- Significant interest in major UK long life, hub assets
- High degree of operating control
- High value, infrastructure-led investment opportunities

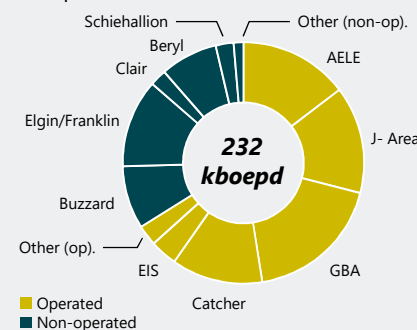
Largest producer in the UK (2019)²

2019, kboepd



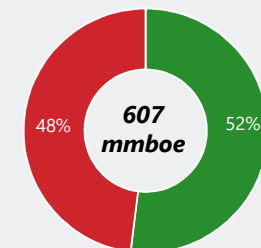
Diversified UK production (2020 1H)

kboepd



Balance of UK oil vs UK gas

2P reserves as at 30 June 2020¹



¹ Chrysaor's CPR as at 30 June 2020; Premier's YE 2019 2P+2C less 2020 1H production

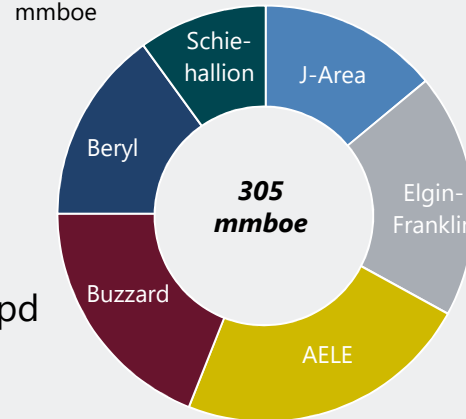
² Woodmac for peers

Shell asset acquisition: a track record in creating value

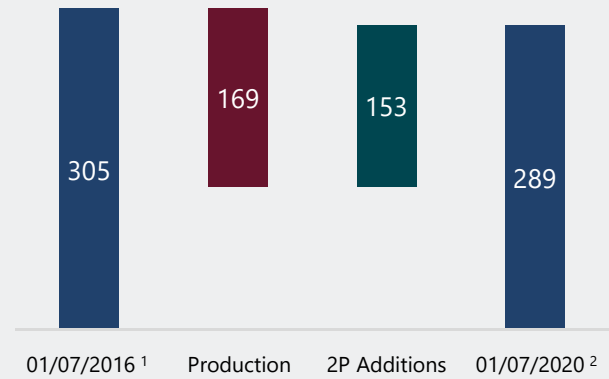
Key transaction metrics¹

- Effective date: 1 July 2016
- Acquisition price: \$3.0 bn
- CPR¹ 2P reserves: 305 mmboe
 - Oil / gas split: 58% / 42%
- \$/boe paid: <\$10
- 2017 production rate: 120 kboepd
- \$/boepd paid: c. \$25,200

Reserve diversification¹

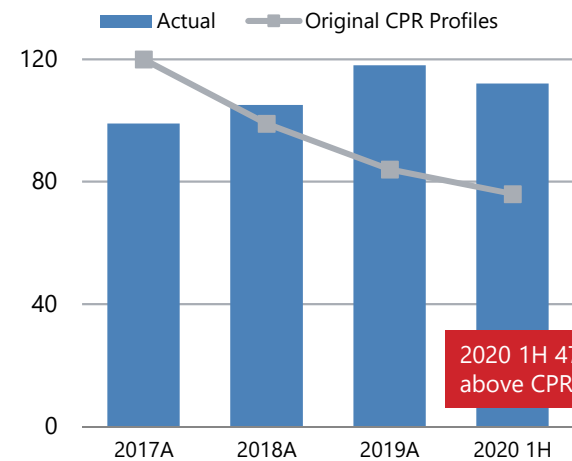


CPR 2P Reserve replacement - 90%



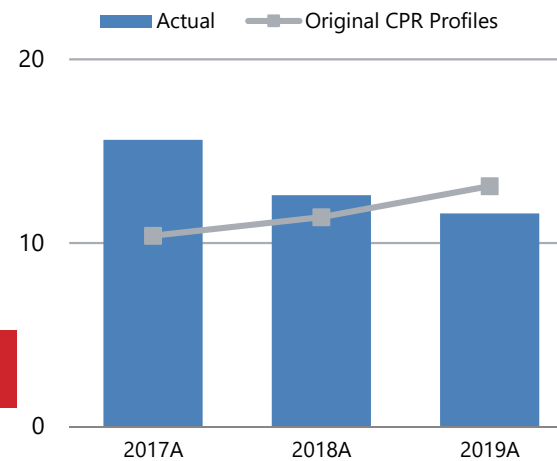
Production

kboepd



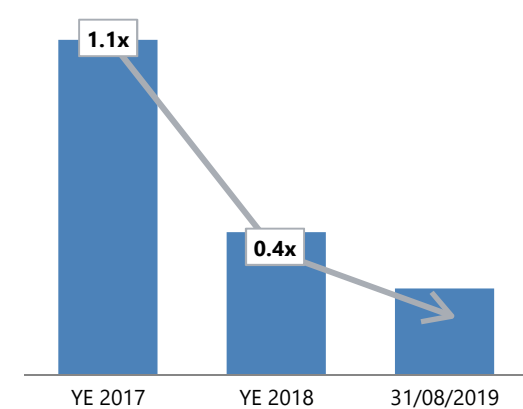
Operating cost

\$/boe



Deleveraging profile post Shell acquisition

Net Debt (\$m) Net Debt / EBITDA



¹ Chrysaor's CPR as at 1 July 2016 ("Original CPR Profiles") ² Chrysaor's CPR as at 30 June 2020 ³ 2017A reflects 2 month ownership period only, production impacted by 3 week FPS shutdown

Path to Net Zero by 2035

1 Low Carbon by design

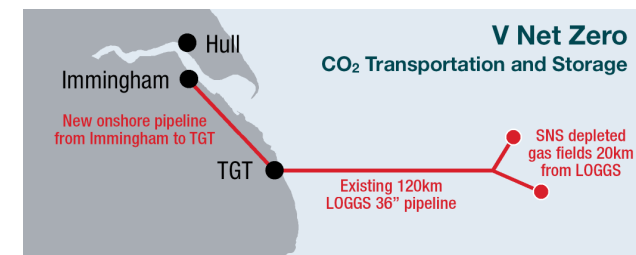
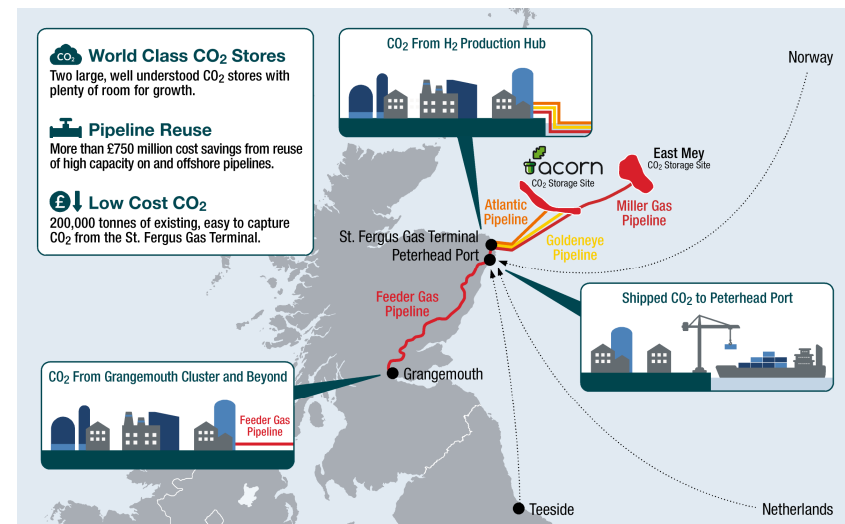
- Measure, manage and minimise emissions
- Improve plant operational efficiency and minimise all venting and flaring
- Electrification of platforms and connection to renewable sources where possible
- Brown field modifications, best available technology
- Leverage supply chain collaboration

2 Carbon Neutral by Commitment

Investment in Carbon Capture Usage & Storage (CCUS)

- Acorn CCS & Hydrogen project, St Fergus, Scotland
 - Industry partnership, led by Pale Blue Dot Energy
 - Phase 1 will capture c. 340,000 tonnes/year of CO₂ emissions from St Fergus gas terminals
 - Acorn Hydrogen is being designed to generate 200 MW of low carbon hydrogen from natural gas landed at St Fergus
- V Net Zero Project, England
 - Aim to develop critical low carbon infrastructure in the Humberside region using LOGGS 36" trunkline to enable rapid deployment of CO₂ transport and storage
 - Link in to Humber Zero Project and wider area plans to accelerate and provide redundancy

Investment in Carbon Offsets for an increasing-portion of the Group's residual emissions year-on-year

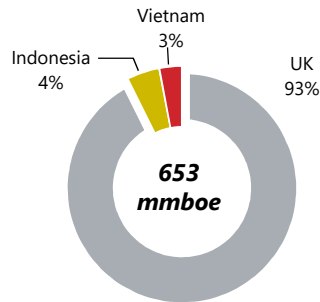


A platform for future growth

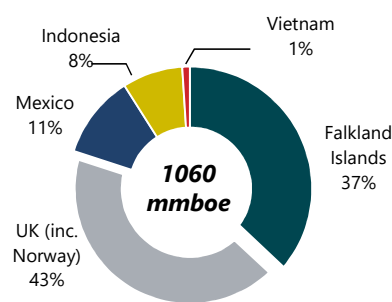
- Ability to pursue a fully funded growth strategy
- Broad set of organic growth options
- A growing international M&A opportunity set
- Diversity provides increased growth options
- Ability to high-grade opportunities drives higher returns

1.7 bn boe¹
Combined Group 2P & 2C

Group 2P Reserves¹



Group 2C Resources¹



International Growth

Leverage existing
global footprint

Selective investment
in growth projects

Disciplined approach
to M&A

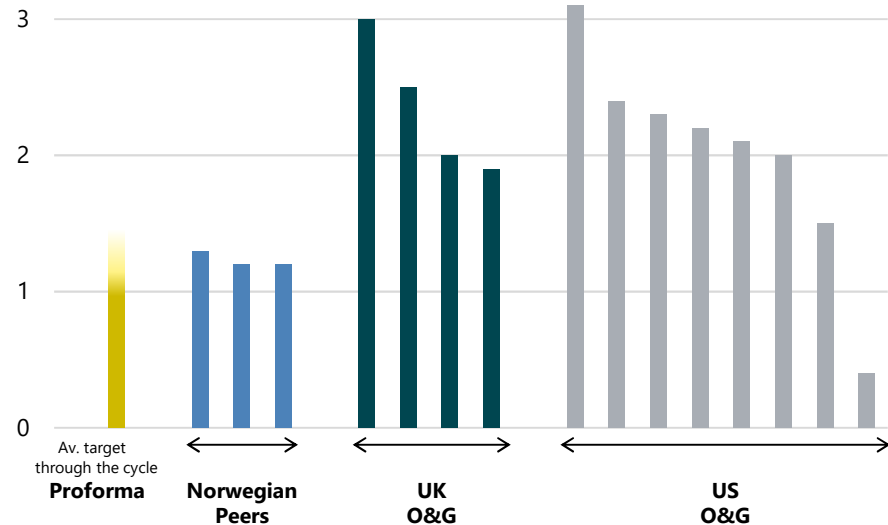
¹ Chrysaor's CPR as at 30 June 2020; Premier's YE 2019 2P+2C less 2020 1H production

Strong financial position

- Simplified capital structure and strong balance sheet
- Expected proforma net debt on completion of \$3.2bn; no near-term debt maturities
 - 7 year RBL (2 year repayment grace period)
 - Shell Junior debt: First payment due June 2022
- Low average cost of debt of <5%¹
- Financial flexibility and capital allocation optionality to fund further growth and shareholder returns

Leverage – peer benchmarking²

Net Debt (ex. LCs) / EBITDA



Robust Financial Framework

Targeting conservative leverage through the cycle	Expect significant liquidity at completion
Expectation to initiate a dividend for full year 2021	Potential for an Investment Grade credit rating

Material proforma hedging programme

		2021	2022	2023
Oil	Average hedged price (\$/bbl)	60	60	-
	Volume hedged (mmboe)	16	1	-
UK Gas	Average hedged price (p/therm)	43	43	41
	Volume hedged (mmboe)	22	25	19

¹ Based on estimated commitments at completion and current LIBOR rates

² Peers data: Bloomberg leverage (Net debt/EBITDA) estimates for full year 2021

Capital allocation priorities

1

Balance sheet strength

- Targeting conservative leverage profile through the cycle
- Potential for an investment grade credit rating

2

Ensuring a robust and diverse portfolio of production, reserves and resource

- Invest in the UK to maintain production and cash flow
- Leverage Premier's global footprint to achieve scale in another region

3

Shareholder returns

- Expectation to deliver a sustainable dividend in the near-term

Creating a new, independent O&G Company



¹ Company filings, FactSet. Note Energy benchmark is a proforma figure including acquisition of Edison E&P; transaction signed, still to close

² Combined Group 2P reserves as per Chrysaor's CPR as at 30 June 2020 and Premier's YE2019 2P+2C less 2020 1H production

Harbour Energy plc investment highlights



A UK-listed O&G company joining the US & European peer group of super independents



UK's largest independent oil & gas producer with material operated position



Diversified and low-cost asset base with an attractive global footprint



Strong balance sheet with stable and low cost financing structure



Financial flexibility and capacity to realise value from a top tier development portfolio, international exploration and disciplined M&A



Clear strategy to reduce carbon footprint



Potential to realise significant cost and tax synergies



Expected to offer a dividend to shareholders in the near-term, subject to market conditions

March 2021



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