

## FORWARD-LOOKING STATEMENT

Certain statements contained in this report, including statements that contain words such as "could", "should", "can", "anticipate", "estimate", "intend", "plan", "expect", "believe", "will", "may", "continue", "project", "potential" and similar expressions and statements relating to matters that are not historical facts constitute "forward-looking information" within the meaning of applicable Canadian securities legislation and "forward-looking statements" within the meaning of the "safe harbor" provisions of the United States Private Securities Litigation Reform Act of 1995 (collectively, "forward-looking information and statements").

In particular, forward-looking information and statements include, but are not limited to, the following: our strategic priorities for 2023; our future capital expenditure plans; anticipated activity levels and our scheduled infrastructure projects; anticipated demand for rigs; the number of term contracts in place; and our future debt reduction plans beyond 2023.

Certain of the information in this presentation is "financial outlook" within the meaning of applicable securities laws. The purpose of this financial outlook is to provide readers with disclosure regarding our reasonable expectations as to the anticipated results of its proposed business activities. Readers are cautioned that this financial outlook may not be appropriate for other purposes.

These forward-looking information and statements are based on certain assumptions and analysis made by Precision in light of our experience and our perception of historical trends, current conditions, expected future developments, and other factors we believe are appropriate under the circumstances. These include, among other things: our ability to react to customer spending plans as a result of changes in oil and natural gas prices; the status of current negotiations with our customers and vendors; customer focus on safety performance; existing term contracts are neither renewed nor terminated prematurely; our ability to deliver rigs to customers on a timely basis; the general stability of the economic and political environments in the jurisdictions where we operate; and the impact of an increase/decrease in capital spending.

Undue reliance should not be placed on forward-looking information and statements. Whether actual results, performance or achievements will conform to our expectations and predictions is subject to a number of known and unknown risks and uncertainties which could cause actual results to differ materially from our expectations. Such risks and uncertainties include, but are not limited to: volatility in the price and demand for oil and natural gas; fluctuations in the demand for contract drilling, well servicing and ancillary oilfield services; our customers' inability to obtain adequate credit or financing to support their drilling and production activity; changes in drilling and well servicing technology which could reduce demand for certain rigs or put us at a competitive disadvantage; shortages, delays and interruptions in the delivery of equipment supplies and other key inputs; the effects of seasonal and weather conditions on operations and facilities; ability to enhance our rig technology to improve drilling efficiency; the availability of qualified personnel and management; the success in vaccinations for COVID-19 worldwide; a decline in our safety performance which could result in lower demand for our services; changes in environmental laws and regulations such as increased regulation of hydraulic fracturing or restrictions on the burning of fossil fuels and greenhouse gas emissions, which could have an adverse impact on the demand for oil and gas; terrorism, social, civil and political unrest in the foreign jurisdictions where we operate; fluctuations in foreign exchange rates, interest rates and tax rates; and other unforeseen conditions which could impact the use of services supplied by Precision and Precision's ability to respond to such conditions.

Readers are cautioned that the foregoing list of risk factors is not exhaustive. Additional information on these and other factors that could affect our business, operations or financial results are included in reports on file with applicable securities regulatory authorities, including but not limited to Precision's Annual Information Form for the year ended December 31, 2022, which may be accessed on Precision's SEDAR profile at www.sedar.com or under Precision's EDGAR profile at www.sec.gov. The forward-looking information and statements contained in this news release are made as of the date hereof and Precision undertakes no obligation to update publicly or revise any forward-looking information and statements, whether as a result of new information, future events or otherwise, except as required by law.



## CREATING SHAREHOLDER VALUE



DELIVERING HIGH PERFORMANCE, HIGH VALUE SERVICES



MAXIMIZING CASH FLOW THROUGH FIELD MARGIN **EXPANSION AND REVENUE EFFICIENCY** 



STRICT COST CONTROL & CAPITAL DISCIPLINE



HIGHER EQUITY VALUATION THROUGH STRONG FCF YIELD, DELEVERAGING, & RETURNING CAPITAL TO SHAREHOLDERS



DISCIPLINED INVESTMENTS IN OUR PEOPLE & EQUIPMENT



## ROBUST 2024 FREE CASH FLOW YIELD POTENTIAL

> 30%

FREE CASH FLOW YIELD POTENTIAL IN 2024

| Analyst Estimates for 2024 Free Cash Flow <sup>1</sup> | \$388M   |
|--|----------|
| Equity Market Cap <sup>2</sup>                         | \$1,029M |
| Estimated FCF Yield                                    | 38%      |

### 2024 FREE CASH FLOW DRIVERS

#### 1. INTERNATIONAL GROWTH

- ~ 40% activity increase
- Increased profitability

#### 2. INTEGRATION OF CWC ENERGY SERVICES<sup>3</sup>

- Growth in C&P and U.S. & Canada drilling
- Expect \$20M in annual synergies
- Estimated \$20M asset sales

#### 3. MARGIN PROGRESSION EXPECTED IN CANADA

- Market fundamentals supporting strong demand
- High demand for Super Triple & pad Super Single rigs
- Addition of Super Triple upgrade

# 4. LEVERAGE OPERATING SCALE, DISCIPLINED COST CONTROL & CASH MANAGEMENT

<sup>3.</sup> Transaction closed November 8, 2023



<sup>1. 2024</sup> Estimated FCF: FY Consensus EBITDA less FY Consensus Interest Expense less FY Consensus CAPEX; Consensus numbers from Nasdaq IR as of January 3, 2024

<sup>2.</sup> As of January 3, 2024

# DIFFERENTIATED EXPOSURE TO ATTRACTIVE CANADIAN MARKET<sup>1</sup>

#### UNIQUE CANADIAN MARKET FUNDAMENTALS SUPPORTING POSITIVE OUTLOOK FOR PRECISION

#### PRECISION IS THE MARKET LEADER

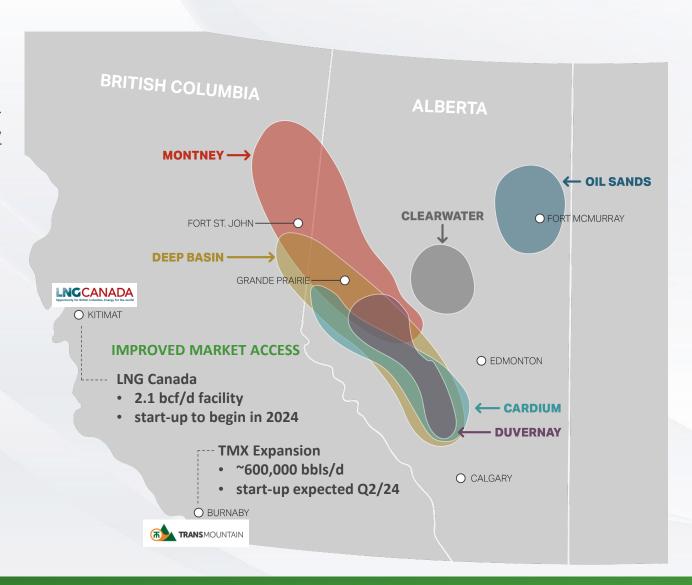
Most active driller in Canada

|                      |               | Expected Q1/24    |
|----------------------|---------------|-------------------|
|                      | Preferred Rig | Peak Rig Activity |
| Montney/LNG          | Super Triple  | >30               |
| Oil Sands/Clearwater | Super Single  | >40               |
| Other Plays          | Tele Double   | <u>~10</u>        |
| <b>Total Canada</b>  |               | >80               |
|                      |               |                   |

- Most advanced land rig with rig floor robotics activated in January 2024
- Largest well service provider in Canada with 173 registered rigs
- High Performance Rentals and Camps business

#### ATTRACTIVE MARKET FUNDAMENTALS

- Natural gas market improving with LNG outlook
- Expect oil market to be bolstered by significant expansion to tidewater access



1. See Slide 23 for more information on Canadian Market Fundamentals



# 2024 STRATEGIC PRIORITIES





#### FOCUS ON GENERATING FREE CASH FLOW

- Leverage our scale across drilling and well service operations
- Continued focus on strict cost control



#### **IMPROVE CAPITAL RETURNS TO SHAREHOLDERS**

- Reduce total debt by \$150 \$200 million in 2024
- Allocate 25-35% of free cash flow to share repurchases in 2024
- Increased debt reduction target -> \$600 million from 2022-2026
- Moving direct shareholder returns towards 50% of free cash flow



#### **FOCUS ON OPERATIONAL EXCELLENCE**

- Continue to strengthen our competitive position
- Extend market penetration for Alpha<sup>™</sup> and EverGreen<sup>™</sup> products

## FEBRUARY PRECISION MARKET UPDATE



FIRM COMMITMENT TO DEBT
REDUCTION & SHARE BUYBACK TARGETS

- Targeting to reduce debt \$150-\$200 million in 2024 (\$152 million in 2023)
- Targeting 25-35% free cash flow for share buybacks in 2024 (15% in 2023)
- On track to reach a Net Debt to Adjusted EBITDA ratio<sup>1</sup> of <1.0x in 2025 & reduce total debt by \$600 million between 2022 and 2026</li>



**DRILLING ACTIVITY UPDATE** 

- 80<sup>2</sup> active rigs in Canada; high activity expected until spring break up
- US activity steady near the low-40s; expected to begin to improve Q2/24
- 8<sup>2</sup> rigs active Internationally; ~40% activity increase expected in 2024



TIGHT SUPER-SPEC RIG MARKET SUPPORTING STRONG MARGINS

- In Canada, Precision's Super Triple and pad Super Single in high demand
- Q1/24 margins<sup>3</sup> in Canada expected to remain strong >\$15,000/day



ALPHA<sup>™</sup> & EVERGREEN<sup>™</sup> DRIVING MARGIN EXPANSION & COMPETITIVE ADVANTAGE

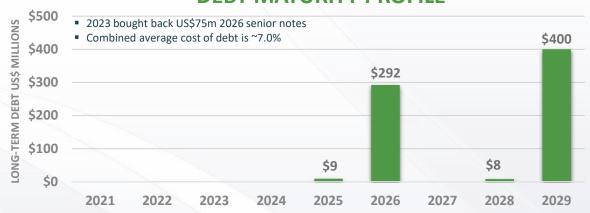
- 1. Non-GAAP measure; see our Quarterly Report for more information
- As of February 6, 2024
- Defined as Revenue per utilization day less Operating cost per utilization day

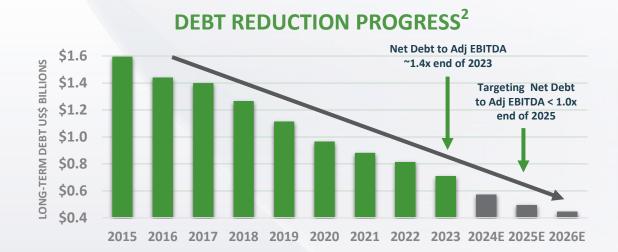
- Combined Alpha<sup>™</sup> & EverGreen<sup>™</sup> revenue grew 10% in 2023
- ~75% of North American Super Triple fleet equipped with Alpha<sup>™</sup> and majority of the fleet having at least one EverGreen<sup>™</sup> product



## BALANCE SHEET & CASH FLOW PROFILE STRENGTHENING

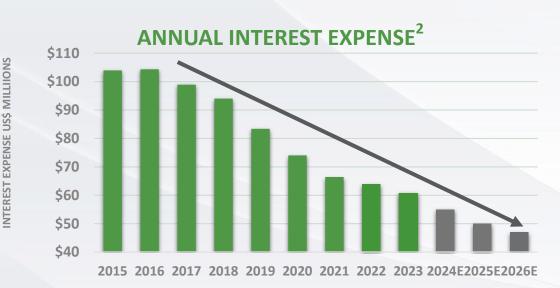






#### SIGNIFICANT FREE CASH FLOW<sup>3</sup> POTENTIAL

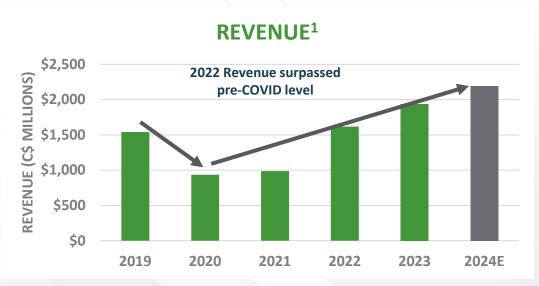


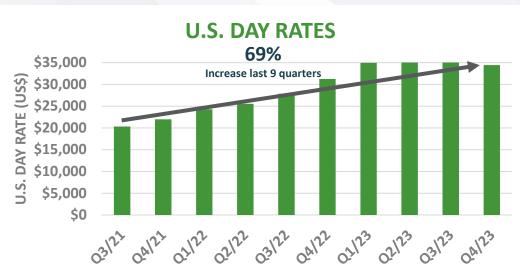


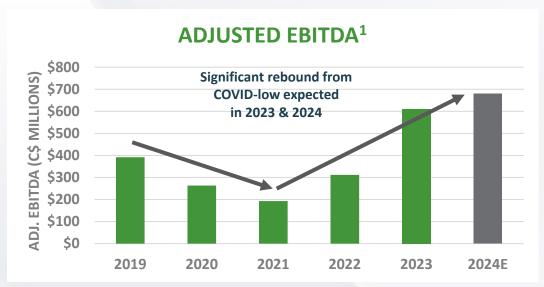
- 1. US\$709 million total includes 2026 & 2029 senior notes, revolver draw (\$\frac{1}{2}\) and three real estate mortgages with maturities in 2025 (US\$9 million), 2026 (C\$25 million), and 2028 (C\$10 million) as of 12/31/2023
- 2. 2024E based on mid-point of debt reduction target of \$150 million to \$200 million; 2025E & 2026E based on debt reduction target of C\$600 million between 2022 & 2026; Annual Interest Expense estimates based on Consensus
- 3. Actual FCF: Adj EBITDA less CapEx and Interest Expense. 2024E Estimated FCF: Consensus EBITDA less Consensus Interest Expense less Consensus CAPEX; Consensus numbers from Nasdaq IR as of February 12, 2024

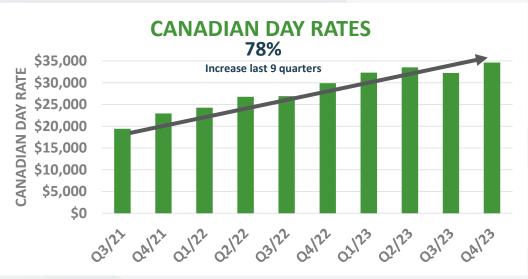


## DAY RATE INCREASES DRIVING REVENUE & EBITDA GROWTH









1. 2023E and 2024E Consensus numbers from Nasdaq IR as of February 7, 2024



## CANADIAN FUNDAMENTALS STRONGEST IN NEARLY A DECADE



#### AN INTEGRAL SERVICE PROVIDER IN WCSB

- Largest onshore driller in Canada; 33% market share in 2023
- Fleet of 98 drilling rigs<sup>2</sup> including:
  - 30 AC Super Triples
  - > 48 Super Singles
- AC Super Triple fleet preferred Montney rig
- Super Single preferred rig in Oil Sands & Clearwater heavy oil play



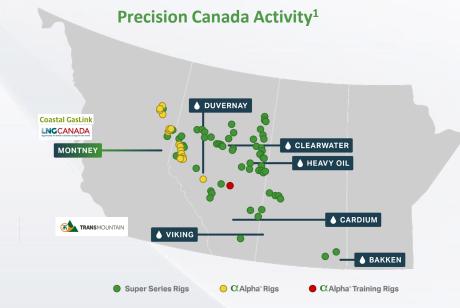
#### STRONG MARKET FUNDAMENTALS

- New takeaway capacity expected in 1H/24 from Trans Mountain expansion and Coastal GasLink pipelines
- Industry Super-Spec rigs nearly fully utilized
- PD Super Triple & Super Single pad capable fleets fully utilized; expect demand to exceed supply in 2024



#### **OPERATING LEVERAGE & GROWING CASH FLOW POTENTIAL**

- Benefit from high performance fleet and operating scale
- ~75% North American Super Triple fleet equipped with Alpha<sup>TM</sup> and majority have at least one EverGreen<sup>TM</sup> product, improving cash flow, margins, and competitive differentiation



#### **CANADIAN DAYRATE MARGINS<sup>3</sup>**



<sup>1.</sup> Dots on map representative of areas where Precision has operations in 2023 with its Super Series rigs

<sup>2.</sup> Adjusted for 20 rigs decommissioned in 2023 and includes 7 rigs acquired with CWC acquisition

<sup>3.</sup> Defined as revenue per utilization day less operating costs per utilization day; Q2 margins impacted by seasonality (ie. spring break up)

## U.S. SUPER-SPEC RIG MARKET HIGHLY UTILIZED

# PRESENCE IN EVERY MAJOR U.S. UNCONVENTIONAL OIL & GAS BASIN

- 4th largest onshore driller in U.S.; 7% market share in 2023
- Fleet of 105 drilling rigs<sup>2</sup> including:
  - > 73 AC triples (66 AC Super Triples)
- Benefit from geographic scale and operating leverage
- High Performance, High Value service offering aligned with market needs



#### MARKET FUNDAMENTALS IMPROVING

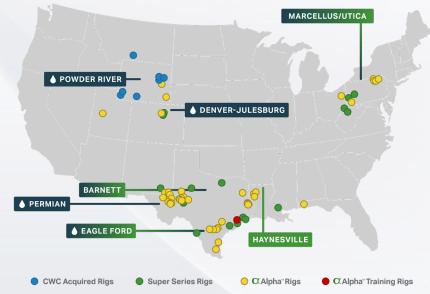
- Strong oil prices support customers maintaining production and replenishing inventories
- Growing LNG exports and new projects support a sustained period of elevated natural gas drilling
- Expect demand to begin to improve in Q2/24
- Super-Spec rigs preferred by customers



#### ALPHATM AND EVERGREENTM EXPANDING MARGINS

- High-performance fleet, with Alpha<sup>TM</sup> and EverGreen<sup>TM</sup> options supports expanding margins
- Combined Alpha<sup>TM</sup> and Evergreen<sup>TM</sup> revenue grew 10% in 2023

#### Precision U.S. Activity<sup>1</sup>



#### U.S. DAYRATE MARGINS<sup>3</sup>



<sup>3.</sup> Defined as revenue per utilization day less operating costs per utilization day



<sup>1.</sup> Dots on map representative of areas Precision has been active in 2023; CWC acquired rigs as of November 2023

<sup>2.</sup> Adjusted for 7 rigs decommissioned in 2023 and includes 11 rigs acquired with CWC acquisition

# INTERNATIONAL ACTIVITY & EARNINGS INCREASING



#### **OUR INTERNATIONAL STRATEGY**

- Focused on leveraging scale in most attractive regions
- Seeking customers who value *High Performance* services
- Long-term contracts with healthy investment returns



#### **ESTABLISHED & GROWING IN KUWAIT & SAUDI ARABIA**

- Expect activity increase ~40% in 2024, with higher profitability
- 8 rigs currently active, with 5 Kuwait & 3 Saudi Arabia
- Majority on 5 year contracts extending into 2027 & 2028



#### WELL POSITIONED FOR GROWTH

- Continue to bid our remaining idle rigs within the region
  - · Saudi Arabia: 1 idle
  - Kuwait: 1 idle
  - Kurdistan and Georgia: 3 idle rigs
- Precision operates one of the newest fleets in the region
- 7 newbuild rigs delivered since 2014

#### **Precision International Activity<sup>1</sup>**



~ 50%

**EXPECTED 2024 INTERNATIONAL EBITDA GROWTH** 

1. Dots on map representative of where Precision currently has 8 active rigs



## **COMPLETION & PRODUCTION WELL POSITIONED**



#### PREMIER WELL SERVICE PROVIDER IN CANADA

- Largest well service provider in WCSB
- Fleet of 183 registered well service rigs (173 in Canada)
- Rigs located near all major oil and gas basins
- Additional earnings from camps & catering and rentals



# ACQUISITIONS<sup>1</sup> PROVIDE SCALE & IMPROVED CASH FLOW POTENTIAL

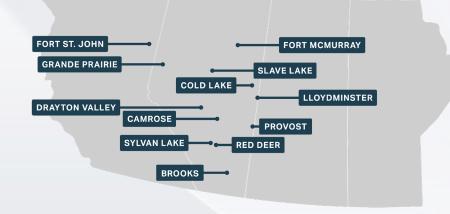
- Benefit from high-performance fleet and operating scale
- Well service activity expected to grow ~40% over 2023
- Fully integrated operations of CWC and realized ~\$12 million of the expected \$20 million in annual synergies

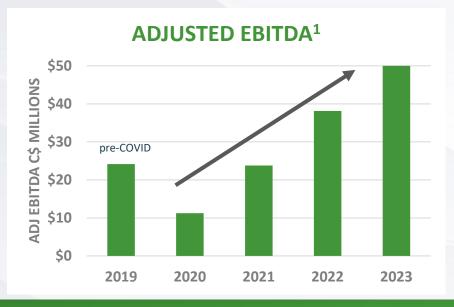


#### **POSITIVE OUTLOOK FOR BUSINESS**

- Commodity prices support increased activity and demand
- Shortage of high-quality assets and staffed service rigs, supporting healthy activity and pricing

#### **Precision Well Service Canadian Locations**<sup>1</sup>





1. High Arctic's well service business and rental assets acquired July 27, 2022; CWC Energy Services Corp. acquired November 8, 2023



# CWC ACQUISITION HIGHLIGHTS – CLOSED NOVEMBER 8/23

#### **DEAL SUMMARY**

- Transaction Value of \$127 million on closing
  - 947,807 Precision shares, \$14m cash & \$38m of CWC net debt
- Additional fleet in Canada and the U.S. includes:
  - 62 marketed service rigs in Canada
  - 7 marketed drilling rigs in Canada
  - 11 marketed drilling rigs in the U.S., including 7 AC triple rigs
- Transaction closed November 8, 2023





#### TRANSACTION RATIONALE

- High-quality assets in complementary geographics
- Annual operating synergies of ~\$20m expected
- ~\$20m expected proceeds from CWC real estate\$12m realized as of December 31, 2023
- Accretive on a 2024 cash flow per share basis
- Supports Precision's ongoing deleveraging plan

\*2022 Financial Results: Revenue of \$205 million; Adjusted EBITDA of \$46 million. June 30, 2023 Equity Book Value of \$212 million.



# BENEFIT OF LONG-LIFE ASSETS

#### \$195 MILLION 2024 CAPEX BUDGET



#### \$155 MILLION

MAINTENANCE
INFRASTRUCTURE
& INTANGIBLES

**Activity Dependant** 

Strategic long-lead items ~\$40 million

#### \$40 MILLION

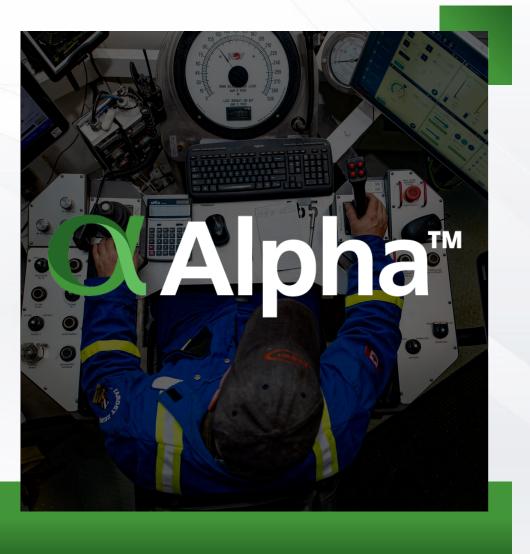
**EXPANSION & UPGRADES** 

Contract-secured Upgrades

Alpha<sup>™</sup> & EverGreen<sup>™</sup> Technology Investments



# **CAlpha™** PORTFOLIO IS EXPANDING & SCALABLE





# **C** Alpha Automation™

(\$1,500 / day)

- Process automation control platform
- Delivers record well times with consistency
- Eliminates human variances from operation



# **C** Alpha Apps<sup>™</sup>

(\$250 - \$1,000 / day)

- Open platform, providing broader access to market technology
- 21 commercial apps to maximize drilling, cost efficiency & equipment optimization



# **C**AlphaAnalytics™

(\$250 - \$2,000 / day)

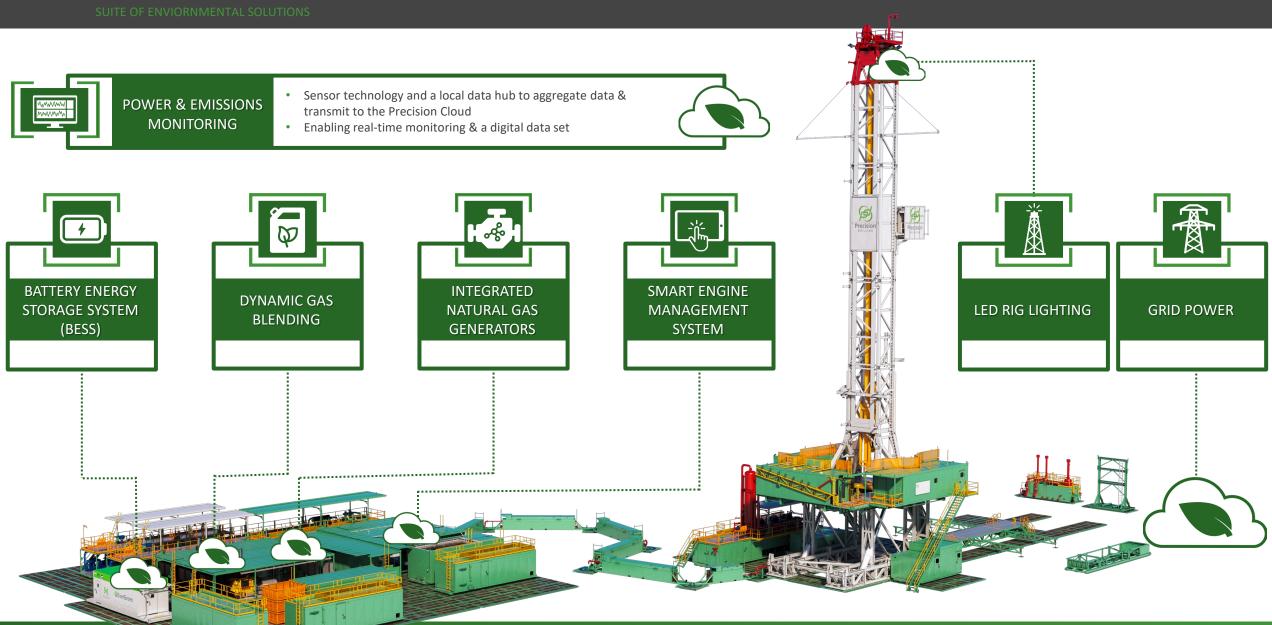
- High definition, real-time data analytics drives performance & customer KPIs
- Drilling engineering & drilling risk management services





Precision Precision

# **EverGreen**™ HELPING CUSTOMERS REDUCE EMISSIONS



### PERSONNEL – COMPETITIVE ADVANTAGE IN LABOR CHALLENGED MARKET

#### FIELD RECRUITING A CORE FOCUS



>700

People new to our industry hired & trained in 2023



99%1

Retention for global operations field leadership in 2023



46,000

Applications processed 2023



400-500

Screened candidates in the system

Tier 1

Assets

Leadership Development **Programs** 



Career Path Management







Structured Promotion **Programs** 







Investments

**Permanent Training** Facilities with Fully **Functioning Rigs** 





World-Class Safety Culture and Processes



1. Represents field leadership positions (ie. Drillers, Rig Managers and Field Superintendents)



# FOCUSED ON ESG LEADERSHIP

#### 2022 ESG Performance Data Posted/2023 ESG Data Coming in April

- Available on our website at www.precisiondrilling.com/esg
- Consistent with SASB, TCFD and GRI disclosure standards

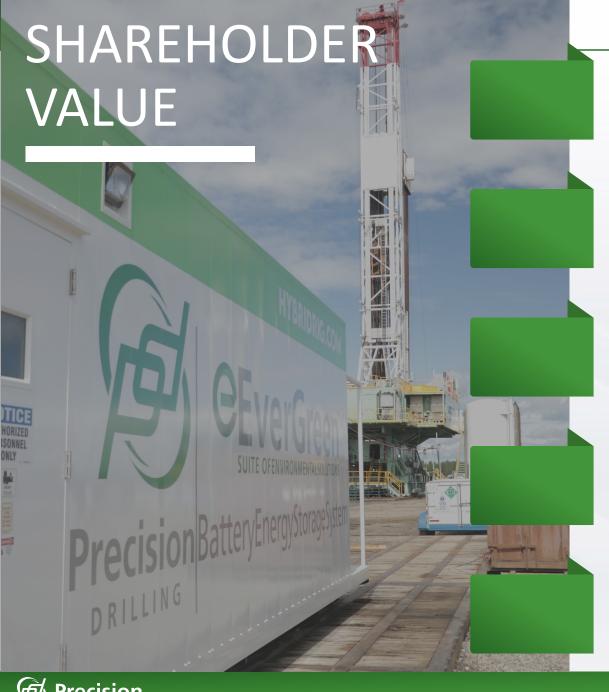
#### **2022 ESG Highlights**

- Disclosed GHG emissions data for the first time
- Increased investment in our EverGreen<sup>™</sup> product line of environmental solutions
- Trained ~5,100 employees on Diversity, Equity & Inclusion
- Continued our summer internship program, employing 47 students from 24 universities
- Initiated efforts to achieve 30% female representation on the Board by the end of 2023
- Further expanded our ESG goals into our short-term incentive scorecard









DELIVERING HIGH PERFORMANCE, HIGH VALUE SERVICES

MAXIMIZING CASH FLOW THROUGH FIELD MARGIN EXPANSION AND REVENUE EFFECIENCY

STRICT COST CONTROL & CAPITAL DISCIPLINE

HIGHER EQUITY VALUATION THROUGH STRONG FCF YIELD, DELEVERAGING & RETURNING CAPITAL TO SHAREHOLDERS

DISCIPLINED INVESTMENTS IN OUR PEOPLE & EQUIPMENT



# APPENDIX

**Precision Drilling Corporation** 



# 2023 STRATEGIC PRIORITIES RESULTS





#### DELIVER HIGH PERFORMANCE, HIGH VALUE SERVICE

- ✓ Remain leading drilling & well service provider in Canada
- ✓ Added 30<sup>th</sup> AC *Super Triple* rig to our Canadian fleet
- ✓ Completed the CWC acquisition as of Nov 8, 2023



#### **MAXIMIZE FREE CASH FLOW**

- ✓ Increased daily operating margins year over year
- ✓ Grew Alpha<sup>TM</sup> and EverGreen<sup>TM</sup> revenue year over year
- ✓ Continued to integrate 2022 High Artic Energy Services assets, growing C&P earnings significantly year over year



#### STRENGTHEN BALANCE SHEET

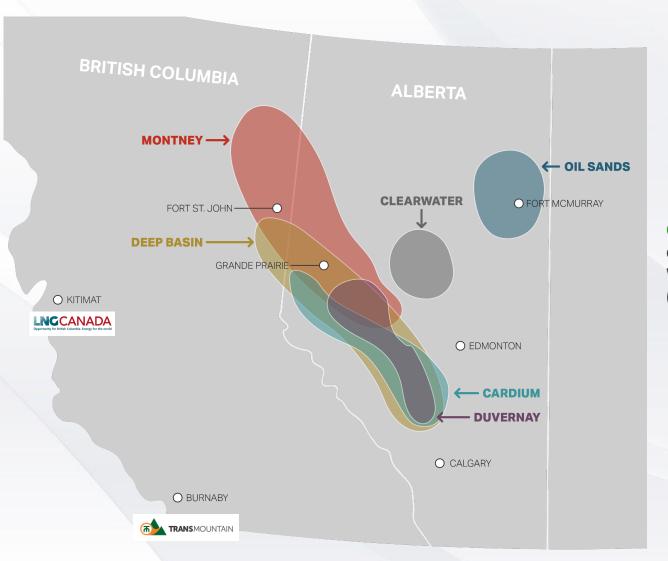
- ✓ Reduced total debt by \$152 million in 2023
- ✓ Achieved Net Debt to Adjusted EBITDA<sup>(1)</sup> ~1.4 times at year end
- ✓ Repurchased \$30 million of outstanding shares in 2023

# POSITIONED TO BENEFIT FROM STRONG CANADIAN FUNDAMENTALS

Montney – one of the most economic and active plays in North America supporting condensate supply for oil sands production and natural gas supply for LNG Canada

West Coast LNG – up to ~7 bcf/d² of potential new export capacity over next decade; including phase 1 LNG Canada 2.1 bcf/d with start-up operations to begin in 2024

TMX Expansion – ~600,000 bbls/d incremental oil egress expected to lower WCS differential and improve producer's cash flow; start-up expected in Q2/24



Oil Sands<sup>1</sup> – potential growth of ~280,000 bbls/d, which could drive incremental condensate demand of ~100,000 bbls/d by end of 2027

Clearwater Heavy Oil<sup>1</sup> – largest conventional oil development in WCSB; ~76% CAGR past 5 years (25% expected YoY growth)

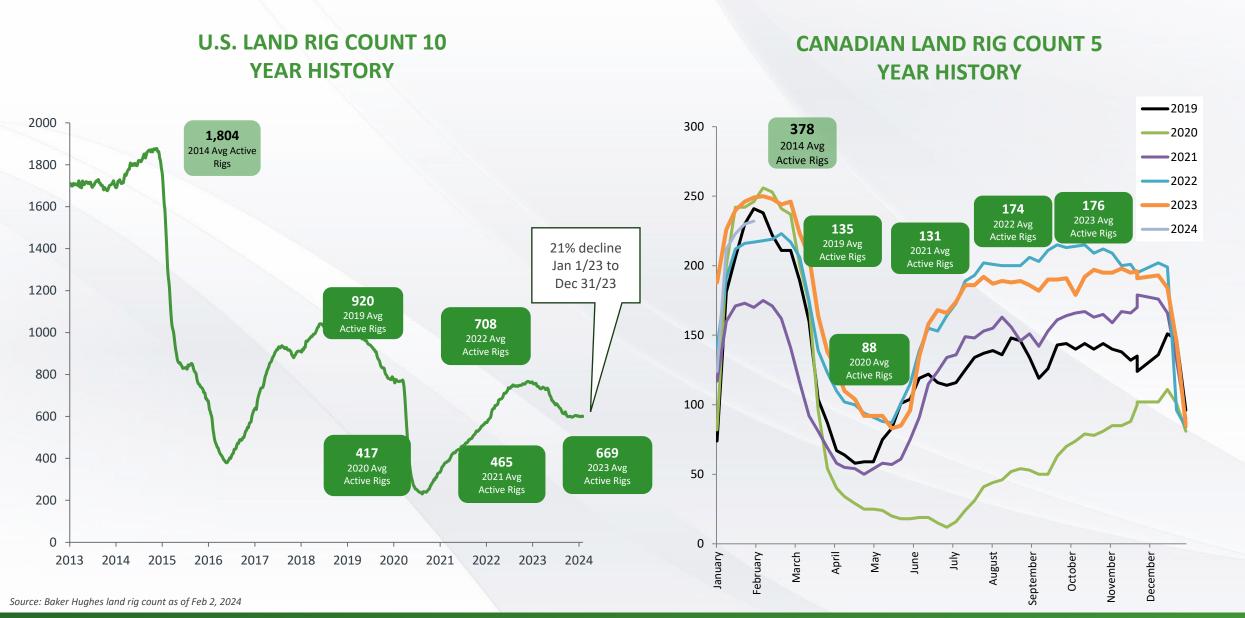
WCSB Production Growth – in addition to Montney and Clearwater, production growing across WCSB, including Duvernay, Deep Basin and Cardium

<sup>2.</sup> Includes LNG Canada Phases 1 & 2 (2.1 bcf/d each), Cedar LNG (0.4 bcf/d), Woodfibre LNG (0.3 bcf/d), and Ksi Lismi LNG (1.9 bcf/d)



<sup>1.</sup> Source Peters & Co Limited: Fall 2023 Energy Overview

# HISTORICAL INDUSTRY DRILLING ACTIVITY



# ADVANCED RIG TECHNOLOGY

# OPERATIONAL EFFICIENCY REDUCES EMISSIONS

- 1 25,000' + ft Racking Capacity
- 2 AlphaAutomation<sup>TM</sup>, AlphaApps<sup>TM</sup> & AlphaAnalytics<sup>TM</sup>
- (3) Drilling Equipment Control System
- (4) High Speed Downhole Data
- 5 Omni-pad" Walking System
- (6) 825,000 LBS. hook load
- 7 1500 HP TDS 11 Top Drive
- 8 Directional Guidance System
- 9 Two Speed Drawworks
- (10) Transfer Tank
- Umbilically Connected Backyard Complex
- 3 1,600 HP 7,500 PSI Pumps
- (13) Integrated Power Management System
- (14) 4 CAT 3512 Gensets



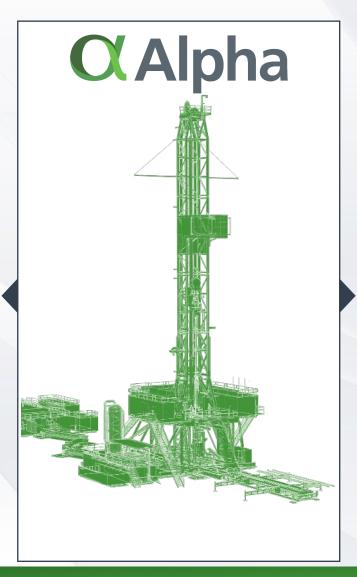
# SYSTEMS & SCALE DELIVER PERFORMANCE

#### INTEGRATED BUSINESS MODEL DRIVING EXCELLENCE & LOWERING COSTS



#### **IT Infrastructure and ERP**

- SAP S4 HANA
- Supports Increased Data Flows
- Operating Efficiencies
- Fixed Cost Leverage





#### **Manufacturing + Capital Projects**

- Engineering
- Project Management
- Equipment Manufacturing
- New Builds & Upgrades



#### **Technical Support Centers**

- Houston, TX & Nisku, AB
- Asset Integrity
- Maintenance Standard
- In House Repair & Rebuild



#### **Supply Chain Management**

- Internal Supply Stores
- Cost Savings
- Vendor Management
- Centralized Support



# **CAlpha**Automation™ RECORD PERFORMANCE

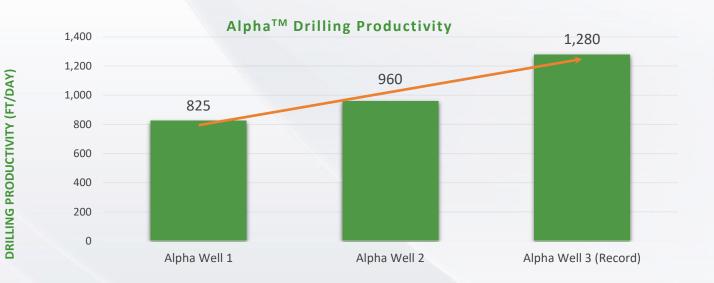
#### CASE STUDY #20-06: DELAWARE BASIN











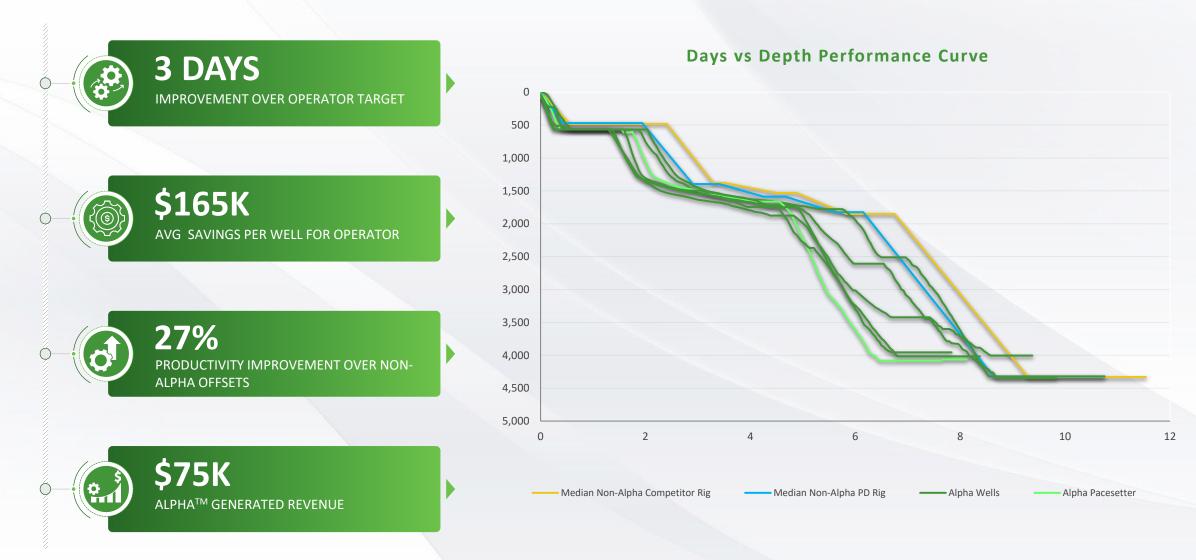
#### Alpha™ vs Offset Drilling Productivity





# **CAlpha**™ SETS NEW BENCHMARK

#### CASE STUDY #20-08: MONTNEY DRILLING PROGRAM





# **EverGreen**™ battery energy storage system case study

26%

**INCREASE IN ENGINE EFFICIENCY** 



**GALLONS OF DIESEL DISPLACEMENT** 



REDUCTION IN GHG EMISSIONS

