

www.ringenergy.com NYSE American: REI





# Forward-Looking Statements and Cautionary Note Regarding Hydrocarbon Disclosures

#### **Forward –Looking Statements**

This Presentation includes "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements, other than statements of strictly historical facts included in this Presentation constitute forward-looking statements and may often, but not always, be identified by the use of such words as "may," "will," "should," "could," "intends," "expects," "anticipates," "anticipates," "project," "gruidance," "target," "potential," "possible," "probably," and "believes" or the negative variations thereof or comparable terminology. These forward-looking statements include statements regarding the Company's financial position, future revenues, net income, potential evaluations, business strategy and plans and objectives for future operations. The forward-looking statements include statements include statements are subject to the Company and to its stockholders from the proposed acquisition of certain assets (the "Stronghold Assets") from Stronghold Energy II Operating, LLC ("Stronghold OpCo") and Stronghold Energy II Royalties, LP ("Stronghold RoyaltyCo", together with Stronghold OpCo, collectively, "Stronghold"); Forward-looking statements are subject to numerous assumptions, risks and uncertainties that may cause actual results to be materially different than any future results expressed or implied in those statements. However, whether actual results and developments will conform to expectations is subject to a number of material risks and uncertainties, including but not limited to: the Company's ability to close the acquisition of the Stronghold Assets; the Company's ability to integrate the Stronghold Assets, declined and achieve the anticipated benefits therefrom; risks relating to any unforeseen liability of the Company to the Stronghold Assets; declined as a result of changes in exploration, development and production activities; the timing of expl

The Company undertakes no obligation to publicly revise these forward-looking statements to reflect events or circumstances that arise after the date hereof, except as required by applicable law. The financial and operating estimates contained in this presentation represent our reasonable estimates as of the date of this Presentation. Neither our independent auditors nor any other third party has examined, reviewed or compiled the projections and, accordingly, none of the foregoing expresses an opinion or other form of assurance with respect thereto. The assumptions upon which the projections are based are described in more detail herein. Some of these assumptions inevitably will not materialize, and unanticipated events may occur that could affect our results. Therefore, our actual results achieved during the periods covered by the estimates will vary from the projected results. Prospective investors are cautioned not to place undue reliance on the estimates included herein.

#### **Cautionary Note regarding Hydrocarbon Disclosures**

The SEC has generally permitted oil and natural gas companies, in their filings with the SEC, to disclose proved reserves, which are reserve estimates that geological and engineering data demonstrate with reasonable certainty to be recoverable in future years from known reservoirs under existing economic and operating conditions, and certain probable and possible reserves that meet the SEC's definitions for such terms. We use the terms "estimated ultimate recovery," or "EURs," "probable," "possible," and "non-proven" reserves, reserve "potential" or "upside" or other descriptions of volumes of reserves potentially recoverable through additional drilling or recovery techniques that the SEC's guidelines prohibit us from including in filings with the SEC. Reference to EURs of natural gas and oil includes amounts that are not yet classified as proved reserves under SEC definitions, but that we believe should ultimately be produced and are based on previous operating experience in a given area and publicly available information relating to the operations of producers who are conducting operations in these areas. These estimates are by their nature more speculative than estimates of proved reserves and accordingly are subject to substantially greater risk of being actually realized by us. Factors affecting the ultimate recovery of reserves that may be recovered include the scope of our drilling programs, which will be directly affected by capital availability, drilling and production costs, commodity prices, availability of services and equipment, permit expirations, transportation constraints, regulatory approvals and other factors, and actual drilling results, including geological and mechanical factors affecting recovery rates. Accordingly, actual quantities that may be recovered from our interests will differ from our estimates and could be significantly less than our targeted recovery rate. In addition, our estimates may change significantly as we receive additional data.

#### **Supplemental Non-GAAP Financial Measures**

This Presentation includes financial measures that are not in accordance with accounting principles generally accepted in the United States ("GAAP"), such as "Adjusted Net Income," "Adjusted EBITDA," "PV-10," "Free Cash Flow," or "FCF," and "Cash Flow from Operations." While management believes that such measures are useful for investors, they should not be used as a replacement for financial measures that are in accordance with GAAP. For definitions of such non-GAAP financial measures and their reconciliations to GAAP measures, please see the Appendix.







# Ring Energy – Independent Oil & Gas Company

**Currently Focused on Conventional Permian Assets in Texas & New Mexico** 

Deliver competitive and sustainable returns by developing, acquiring, exploring for, and commercializing oil and natural gas resources VITAL TO THE WORLD'S HEALTH AND WELFARE



Consistently Generating
Positive Cash Flow
for 11 Qtrs.



Market Cap ~\$306 million<sup>4</sup>



**Q2 2022 Net Sales**<sup>1</sup> 9,341 Boe/d 86% oil



Enterprise Value ~\$574 million<sup>4,5</sup>



**2021 SEC Proved Reserves<sup>2,3</sup>** 77.8 MMBoe/PV10 \$1,332MM 85% Oil



**REI**Closing Price \$2.85<sup>4</sup>
52-week range \$1.81 - \$5.09

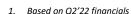


**Gross / Net Acres<sup>2</sup>** 83,604 / 64,380



Avg. Daily Share Volume (90-Day) ~2.6 million<sup>4</sup>

REI

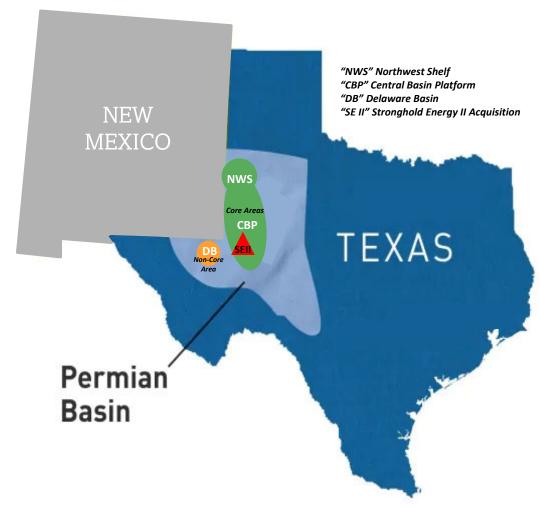


2. As of December 31, 2021

. PV-10 is a Non-GAAP financial measure. See appendix for reconciliation to GAAP measure

4. As of August 5, 2022

Enterprise Value (EV) is market cap plus outstanding debt based on number of shares outstanding at end of O2 2022







# **Committed to ESG**

**Issued Inaugural ESG Report in Q4 2021** 

#### **ENVIRONMENTAL**



- Reducing our environmental impact, including GHG emissions, flaring and water management
- Sustainably extracting value by evaluating the economic and environmental aspects of each development opportunity

#### SOCIAL



- Providing a safe work environment and corporate culture that promotes the health and well-being of all employees
- Investing in our workforce, the communities in which we operate, and future generations through social responsibility

#### GOVERNANCE



- Committed to practicing sound corporate governance
- We recognize the importance of providing transparency of ESGrelated matters
- Refreshed all charters, guidelines and bylaws in 2021

Focused on Driving the Long-Term Sustainability of the Business







# Q2 2022 Highlights

**Executing our Strategy** 

- Record quarterly sales revenue of \$85.0 MM highest in Company history
- Sales volumes at the higher end of Ring's guidance range of
   9,000 to 9,400 Boe/d, increased full year production guidance
- Adjusted EBITDA grew 33% over Q1 2022 to \$47.4 MM highest in Company history
- Paid down debt by \$10.0 million utilizing a portion of Free Cash Flow
- Reduced LTM debt ratio to 2.1x compared to ~ 3.5x at YE 2021
- Increased liquidity to \$81.5 million, a 32% increase from YE 2021
- Drilled 9 wells, completed 7 wells and began the completion process on 4 wells all in the NWS
- Grew Cash Flow from Operations¹ by 37% to \$44.3 million

# Q2 2022 Highlights

\$41.9 MM
Net Income

\$2.5<sup>1</sup> MM

\$47.4<sup>1</sup> MM
Adjusted EBITDA

\$10.0 MM

Debt Repayment

9,341 Boe/d (86% oil) Net Sales per day

\$9.77
LOE per Boe





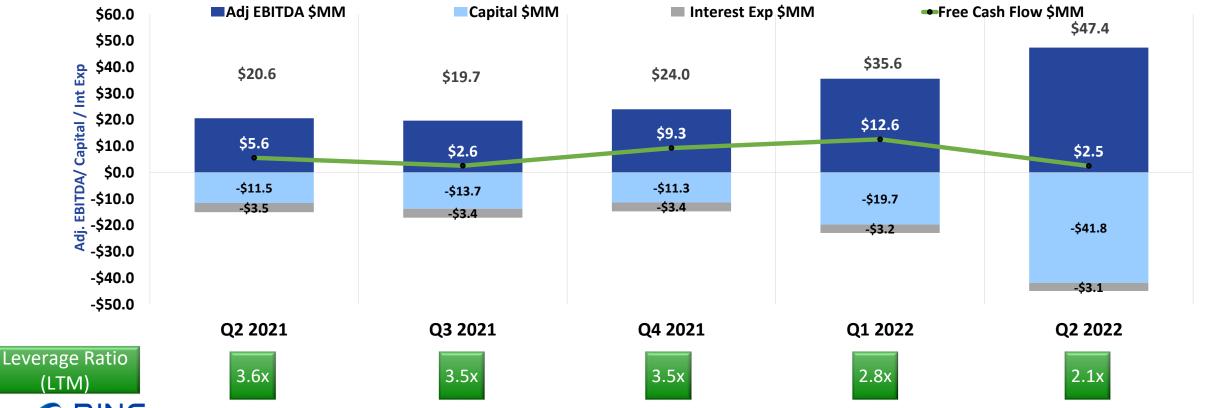


# **Historical Metrics**

**Quarterly Analysis of FCF<sup>1</sup>** 

\$MM	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022
Adj EBITDA¹	\$20.6	\$19.7	\$24.0	\$35.6	\$47.4
Capital	-\$11.5	-\$13.7	-\$11.3	-\$19.7	-\$41.8
Interest Exp. <sup>2</sup>	-\$3.5	-\$3.4	-\$3.4	-\$3.2	-\$3.1
Free Cash Flow <sup>1</sup>	\$5.6	\$2.6	\$9.3	\$12.6	\$2.5

- Disciplined & efficient capital spending
- Focused on sustainably generating FCF
- Unrelenting goal to strengthen the balance sheet



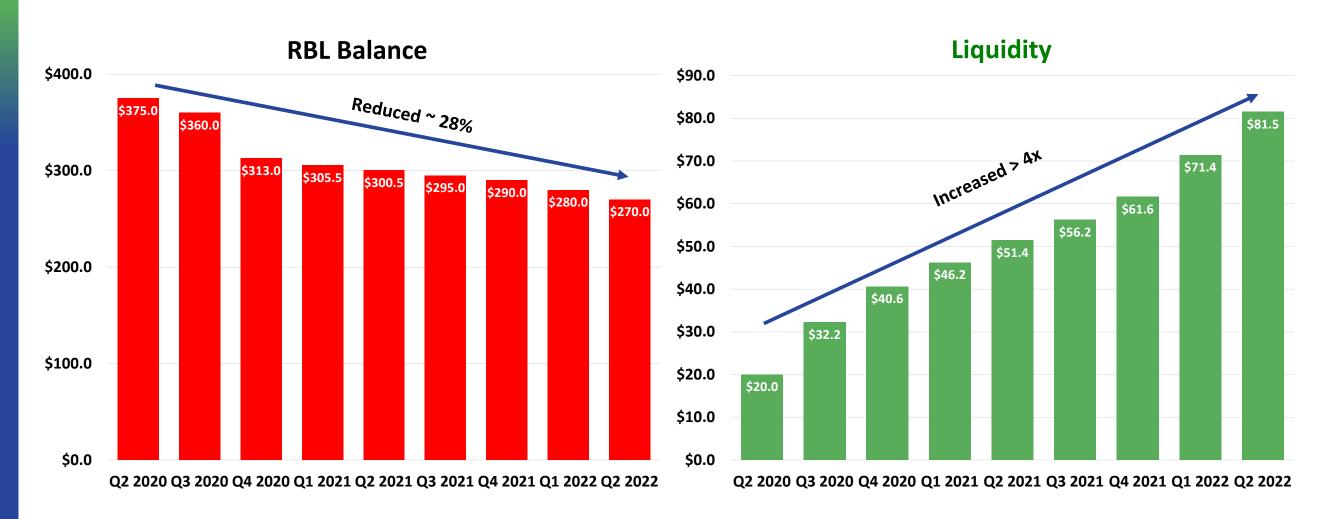






# **Reducing Debt & Increasing Liquidity**

Disciplined Capital Spending & Sustainably Generating FCF is the Key





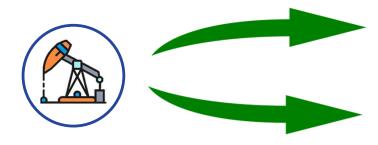




# **2022 Value Focused Proposition**

**Proven Strategy Leads to Shareholder Value** 

# Pursue Operational Excellence



**Target Growth 9,300- 9,700 Boepd** (86% oil)

9-14% growth over FY21 increasing exposure to higher commodity prices

#### Significant Increase in Adjusted EBITDA

1H22 EBITDA ~ \$82.9 million nearly matches FY211

# Invest in High ROR Projects



#### **Enhance Scale & Improve Metrics**

Increased capital budget by over 150%1 vs. FY21

#### 1 Rig Continuous to Drill 25-33 Wells

YTD Placed on production 16 Hz's wells<sup>3</sup> compared to 13 in FY21

# Focus on FCF and Strengthening the Balance Sheet



Reduce Leverage Ratio to less than 2.0x by YE21

LTM leverage ratio as Q2 2022 already at 2.1x

#### Focus on Maximizing Free Cash Flow

1H22 Generated over \$15 million FCF1



 <sup>\$83.3</sup> million in adjusted EBITDA for FY 2021. Adjusted EBITDA & Free Cash Flow are Non-GAAP financial measures and reconciled in the appendix

REI 2022 capital guidance of \$120-140 million with mid point at \$130 million (mid point used for percent calculation versus 2021)

# Stronghold Energy II Acquisition







# **Transformational Transaction**

**Increases Free Cash Flow<sup>1</sup>** 

**Enhances Size & Scale** 

**Strengthens Balance Sheet** 

Accelerates Ability to Pay Down Debt

**Improves Low Break-even Costs** 

# **Immediately Accretive to:**

- ✓ Cash flow/share¹
- √ FCF/share¹
- ✓ FCF yield¹
- ✓ Production/share¹
- ✓ Reserves²/share¹

# **Immediately Lowers:**

- ✓ Leverage ratio  $< 1.5x^3$
- ✓ LOE/Boe<sup>1</sup>
- ✓ GP&T/Boe¹
- ✓ G&A/Boe<sup>1</sup>

Q4 2022 Production<sup>2</sup>

Up ~100%

**Q4 2022E Adj. EBITDA<sup>1,2</sup>** 

Up >80%

Q4 2022E FCF<sup>1,2</sup>

Up >100%

# **Increases Inventory of High-ROR Projects**

- Several hundred low-cost high-ROR recompletions
- ✓ Several hundred low-cost, high-ROR infill locations
- ✓ PROB, POSS significant low-cost high ROR step outs



Represents a non-GAAP financial measure that should not be considered a substitute for any GAAP measure. See Non-GAAP Information.

Net production, Adjusted EBITDA & FCF are all unhedged projections at June 21, 2022 NYMEX Strip prices and compared to consensus



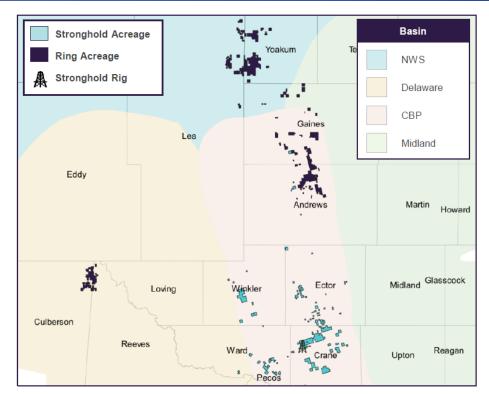


# **Stronghold Energy II Asset Overview**

# **Acquisition Highlights**

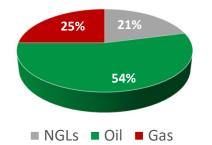
- **Predictable PDP base with shallow declines & long-life Proved reserves**
- Meaningful low-risk, high rate-of-return inventory
- Margin enhancing ownership with high NRI's,
- Stacked pay zones in most active CBP county
- Lower cost-structure significantly enhances free cash flow
- Accretive, capital efficient investment inventory enhances free cash flow through future capital program discipline and optimization

Asset Details									
Current Production (Boe/d)	~9,100 Boe/d								
PD Reserves <sup>1</sup> MMBOE / PV-10 <sup>1</sup> (\$MM)	41.2 / \$719								
Proved Reserves <sup>1</sup> MMBOE / PV-10 <sup>1</sup> (\$MM)	66.6 / \$971.5								
Total Net Acres	~37,000								
% HBP / % Operated	99% / 99%								
Producing Wells	~605								
Avg WI/NRI	99% / ~88%oil & 96% gas								

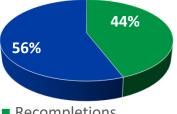


#### **Net Production & Inventory by Category**

Boe/d ~ 9,100



#### **Inventory 500+**



■ Recompletions

■ Vertical New Drill Locations





# **Ring + Stronghold Overview**

**Key Transaction** Structure & Terms

- Total purchase price of \$465MM in cash and stock
- \$200MM cash at close, funded from new credit facility borrowings, subject to certain purchase price adjustments including excess cash from operations, excess hedge liability over \$20MM, and anticipated transaction fees
- \$15MM deferred cash payment, 6 months after close
- \$230MM Ring common and preferred equity issued directly to the seller
- Stronghold receives ~63.8MM Ring shares and owns ~34% of the combined pro forma entity (based on a Ring's 20-Day VWAP of \$3.60 as of 6/30/2022)(1)

12

#### Pro Forma Snapshot

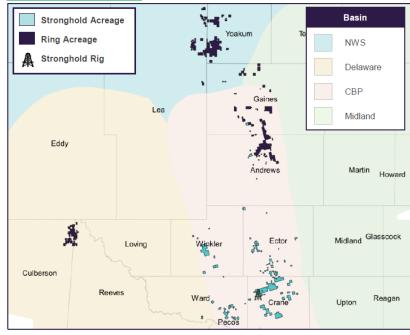
#### **Operating Statistics** (as disclosed 7-5-22)

	REI Standalone <sup>4</sup> Q4 2022	REI Pro Forma Q4 2022	% Change
Net Production (MBoe/d)	9.0-9.6 (~87% Oil)	18-19 (~70% oil)	~100%
Adjusted EBITDA <sup>2</sup> (\$MM)	\$43-48	\$82-86	>80%
Free Cash Flow <sup>2</sup> (\$MM)	\$3-4	\$16-\$20	100%+
PD Reserves <sup>3</sup> PV10 (\$MM)	\$1,020	\$1,739	70%
PD Reserves <sup>3</sup> (MMBoe)	45.8	87.0	90%
Acreage	~64,000	~101,000	56%
Capex (\$MM)	\$35-39	\$50-54	41%
Fully Diluted Shares Outstanding <sup>5</sup> (MM)	126.6	190.5	50%

# were prepared by CGA, both used June 21, 2022 NYMEX Strip prices

- 1. Assume preferred equity converts to common equity upon successful shareholder vote
- 2. Represents a non-GAAP financial measure that should not be considered a substitute for any GAAP measure. See Non-GAAP
- 4. Source for REI standalone metrics for Q4 2022 is factset consensus +/-5% as of July 1, 2022
- 5. The dilutive effect of restricted stock, stock options and warrants is calculated using the Treasury Stock method as of June 30, 2022

#### **Asset Map**





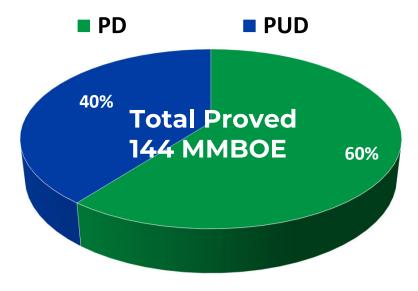


# **Step Change in Proved Reserve Value**

#### **Pro Forma Proved Reserves**<sup>1</sup>

# 1P Reserves PV-10<sup>1</sup> \$MM

Proved Developed	\$1,739
Proved Undeveloped	\$906
Total Proved	\$2,645



# RING

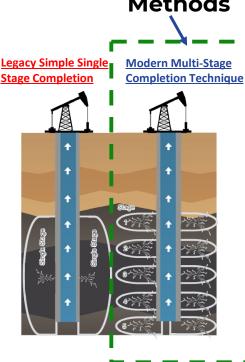
1. Proved reserves for REI are management estimates as of June 1, 2022 and Stronghold estimates as of June 1, 2022 were prepared by CGA, both used June 21, 2022 NYMEX Strip prices

# **High Quality Conventional Asset**



# Tansil Yates 7 Rivers Queen Grayburg San Andres Holt Glorieta Upper Clear Fork Tubb Lower Clear Fork Tubb Lower Clear Fork Wichita-Albany Wolfcamp Wolfcamp

#### Modern Completion Methods



- ✓ Conventional "high quality rock" stacked pay formations targeted with today's modern multi-stage completion methods
- ✓ Years worth of inventory with low breakeven drilling economics of \$20-25 per Bbl

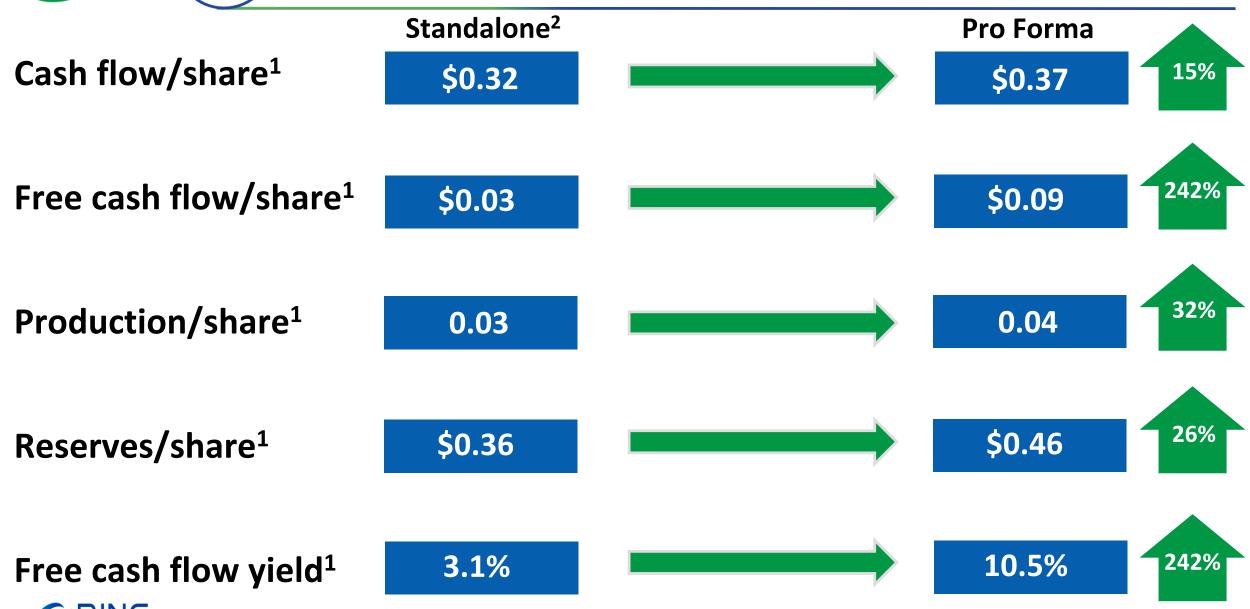
Pay

Stacked





# **Significantly Accretive on ALL KEY Share Metrics**





<sup>1.</sup> Represents a non-GAAP financial measure that should not be considered substitute for any GAAP measure. See Non-GAAP Information

<sup>2.</sup> Source for REI standalone metrics for Q4 2022 is factset consensus +/-5%





# **Other Transaction Details**

# **Approvals and Timing**

- ✓ Unanimously approved by Ring Board of Directors
- ✓ Subject to customary closing conditions, including regulatory approvals
- ✓ Transaction effective date is June 1, 2022
- ✓ Anticipated closing targeted for the third quarter of 2022
- ✓ Hold Special Stockholders Meeting to approve conversion of preferred stock to common stock

# **Leadership & Governance**

- ✓ Ring to expand existing board of directors
- ✓ Two additional Warburg directors to be appointed to existing Ring
  Board at closing
- ✓ Paul McKinney to remain Chairman & CEO
- ✓ Ring Management to remain in existing executive roles
- ✓ Company headquarters remains in The Woodlands, TX with increased Midland, TX presence for foreseeable future



**Transaction Effective Date June 1, 2022** 

**Anticipated Closing Date** in Third Quarter 2022

Two Additional Warburg
Directors Enhances REI Board

**Existing REI Executive Team Continues in Existing Roles** 

Company Headquarters Remains in The Woodlands, Texas



# **Transaction Enhances Shareholder Value**



# Significantly Increases Size and Scale

Nearly Doubles Production, Reserves and Projected Adjusted EBITDA<sup>1</sup>



# Enhances Free Cash Flow Generation and Cash Margins

Enhances Cash Flow and Lowers LOE/Boe, GP&T/Boe & G&A/Boe



# Increases Proved Reserves & High IRR Inventory

Lowers Break-Even-Costs by Adding Hundreds Low-Cost drilling Locations & recompletions



# Accelerates Ability to Pay Down Debt

Targeting Leverage Ratio<sup>3</sup> of less than ~1.5x by Year-End 2022



# Accretive on Key Financial Metrics

Immediately Accretive to CF/Share<sup>1</sup>, FCF/share<sup>1</sup>, FCF yield<sup>1</sup>



# **Appendix**



# Ring Standalone Asset Areas & Financials







# San Andres Reservoir

**Proven, Conventional, Top Tier Returns** 

San Andres Hz	Delaware Hz	Midland Hz
✓	✓	✓
✓		
✓		
✓		
✓		
	✓	✓
	✓	✓
✓		
✓		

- Permian Basin has produced >30 BBbl,
  - San Andres accounts for 40%
- Low D&C costs<sup>1</sup> \$2.8 \$3.8 MM per well
- Vertical depth of ~5,000'
- ■Typical oil column of 200' 300'
- Life >35+ years
- Initial peak oil rates of 300 700 Bbl/d
- Higher primary recovery than shales
- Potential for waterflood and CO<sub>2</sub>



<sup>1.</sup> D&C capex range is for both 1.0 & 1.5 mile laterals and includes inflation adjustments

<sup>2.</sup> Break-even costs range depends on lateral length, asset area and inflation adjustments





# **Northwest Shelf Asset Area**

**Providing Significant Organic Growth** 



**2Q22 Avg Sales** 5,955 Boe/d (81% Oil)



**Gross / Net Acres<sup>1</sup>** 35,810 / 26,655

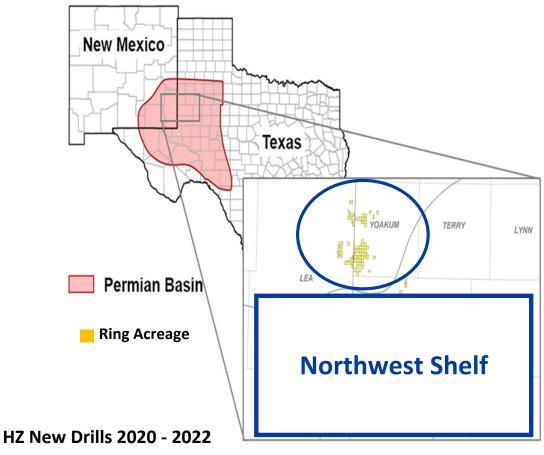


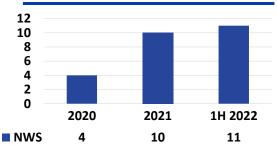
**2Q22 D&C** Drilled 9 wells<sup>2</sup> (~97% WI)



2Q22 CTR's3 Conversions

- Meaningful inventory of horizontal drilling locations
- Actively developing asset
- Low D&C and LOE costs drive strong economics
- Improving drilling efficiencies:
  - 1 mile HZ well drill time spud to rig release and move to next location 7-9 days
  - 1.5 mile HZ well drill time spud to rig release and move to next location 10-12 days
  - Spud to Online in 40-55 days³







As of December 31, 2022

2 NWS HZ new wells drilled but not completed until Q2 202

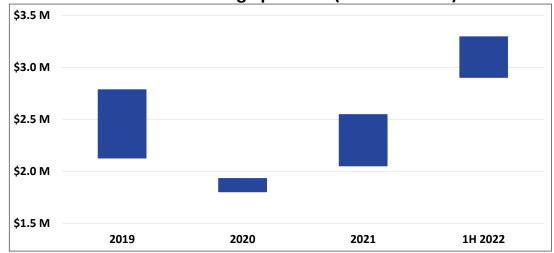




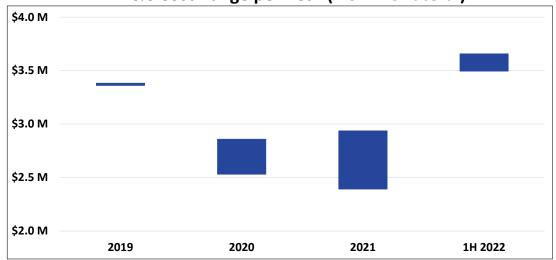
# **NWS HZ Well Performance & Costs**

# **Significant Improvements Driving Top Tier Returns**

#### D&C Cost Range per Year (1 Mile Lateral)<sup>1</sup>



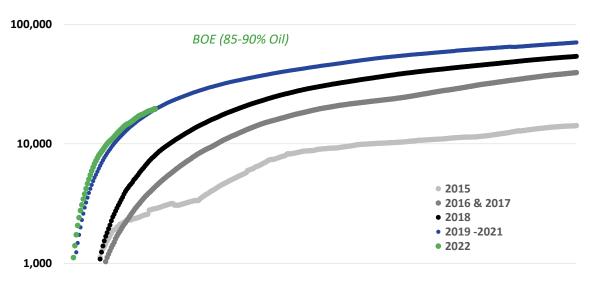
#### D&C Cost Range per Year (1.5 Mile Lateral)<sup>1</sup>



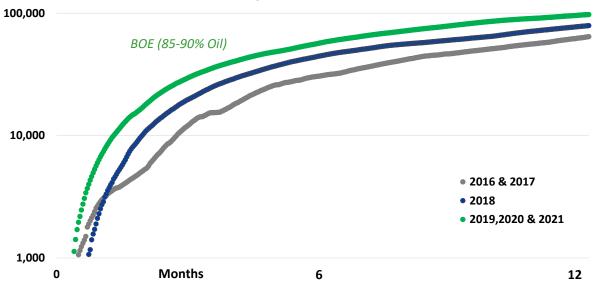


- . Wells categorized by spud year; capex ties to financials
- 2. Downtime associated with 2020 pandemic curtailment removed
- Well set comprised of single mile wells normalized to 5.080' lateral length (does not include 1.5 Mile wells)

#### NWS HZ Performance Average – Cum BOE vs Time (1 Mile Lateral)<sup>2,3</sup>



NWS HZ Performance Average – Cum BOE vs Time (1.5 Mile Lateral)<sup>2</sup>







# **Central Basin Platform Asset Area**

**Technical Focus Reinvigorates Legacy Area** 



2Q22 Avg Sales 3,086 Boe/d (96% Oil)



Gross / Net Acres<sup>1</sup> 29,065 / 20,288

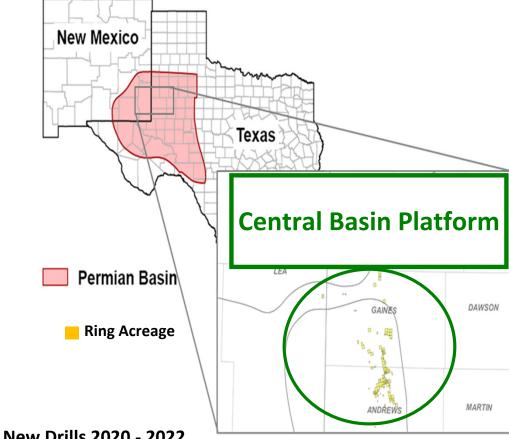


2Q22 D&C Drilled 0 wells

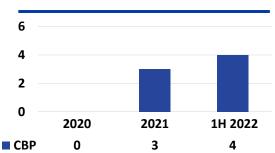


2Q22 CTR's 1 Conversion

- Meaningful inventory of horizontal drilling locations
- Actively developing asset
- Low D&C and LOE costs drive strong economics
- Improving drilling efficiencies:
  - 1 mile HZ well drill time spud to rig release and move to next location 7-9 days
  - 1.5 mile HZ well drill time spud to rig release and move to next location 10-12 days
  - Spud to Online in 40-55 days<sup>2</sup>



HZ New Drills 2020 - 2022







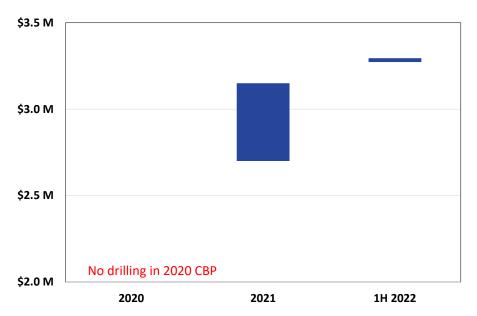


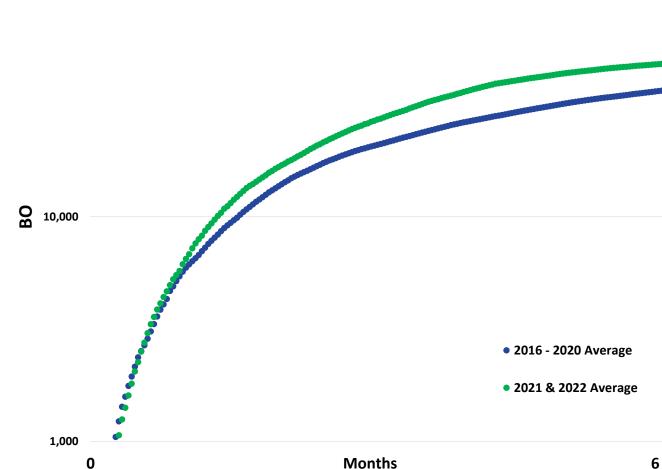
# **CBP HZ Well Performance & Costs**

# **Technical Improvements to Completion and Landing Zone**

CBP 1.5 Mile HZ Performance – Cum BO vs Time (2021 &2 022 vs Historic)<sup>2,3</sup>

#### Annual D&C per HZ Cost Range (1.5 Mile)<sup>1</sup>





- 1) Wells categorized by spud year; capex ties to financials
- Downtime associated with 2020 pandemic curtailment removed and contains only University Lands wells in the CBP (No normalization)
- 3) Well set comprised only 1.5 mile laterals drilled in CBP



100,000





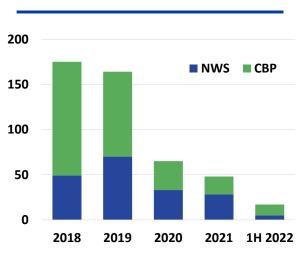
# **CTRs Significantly Reduce Operating Costs**

**Maintains Solid PDP Reserve Base that Generates Consistent FCF** 

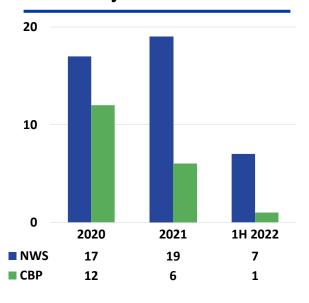
# Increases reserves by reducing operating & well repair costs and extending well life

- ~50% long-term reduction in LOE
- Up to 75% reduction in future pulling costs
- Extends economic life & increases EUR

#### ESP Failures<sup>1</sup> 2018 - 2022







#### **Cost Savings ESP vs ROD**



Range of Avg Well Repair Cost

■ ESP ■ ROD

Maximizing Operational Margin is Predicated on Being a Leading LOW-COST OPERATOR





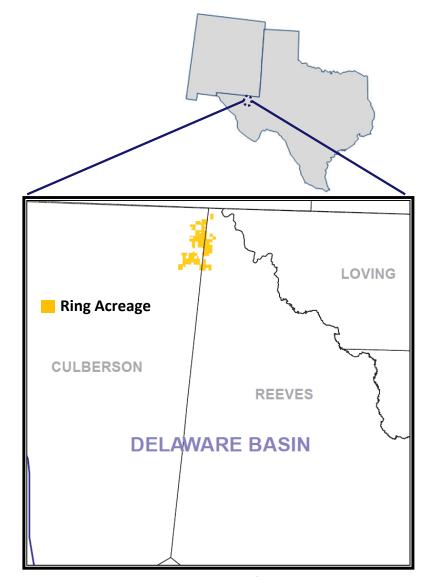


# **Delaware Basin Asset**

### **Turnkey Asset with Predictable Cash Flow and Upside Potential**

# Non-Core asset that can be catalyst to pay down debt and/or provide funds for potential accretive acquisition

- Sales process for Delaware Assets underway
- Truist Securities running a marketed process
- Asset infrastructure in-place to enable efficient development
  - Produced water, gas gathering and pipeline
- Long life and shallow decline PDP base
- High ownership working interest ~ 98% (75% NRI)
- Large inventory of re-activations, re-completions, and new drills







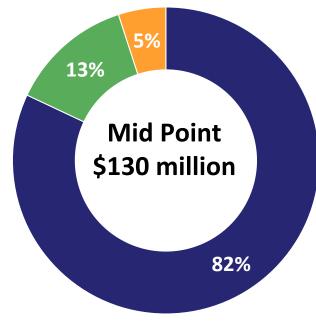


# **2022 Guidance**

# **Grow Production, Generate FCF, Pay Down Debt**

Sales Volumes	Q3 2022	FY 2022
Total (Boe/d)	9,500 – 9,900	9,300 – 9,700
Oil (Bo/d)	8,200 – 8,600	8,000 – 8,400
Capital Spending	Q3 2022	FY 2022
Capital spending <sup>1</sup> (millions)	\$35.0 - \$39.0	\$120 - \$140
Number of new wells drilled	7 – 9	25 - 33
Number of new wells completed and online	8 – 10	25 - 30
Operating Expenses	Q3 2022	FY 2022
LOE (per Boe)	\$10.25 - \$11.50	\$10.25 - \$11.25

# CAPEX Allocation







In addition to Company-directed drilling and completion activities, the capital spending outlook includes funds for targeted well reactivations, workovers, infrastructure upgrades, and continuing the Company's successful CTR program in its NWS and CBP areas. Also included is anticipated spending for lease costs, contractual drilling obligations and non-operated drilling, completion and capital workovers. Guidance does not include the Stronghold Assets.





# **SEC Proved Reserves**<sup>1</sup>

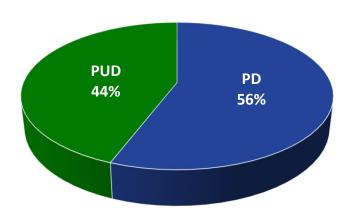
Year-End 2021

Summary	Reserve Category	Net Oil, MBbl	Net Gas, MMcf	Net MBOE	Net Capex <sup>2</sup> , \$MM	PV-10 <sup>3</sup> , \$MM
l E	PD	36,821	39,749	43,446	\$55	\$794
1P S	PUD	29,018	32,025	34,355	\$293	\$538
	TOTAL	65,839	71,774	77,801	\$348	\$1,332

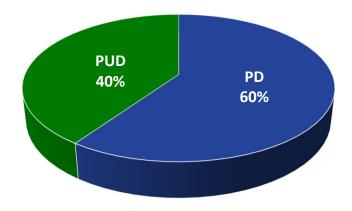
# **2021 SEC Pricing**

Oil/\$Bbl Gas \$/Mmbtu \$63.04 \$3.598

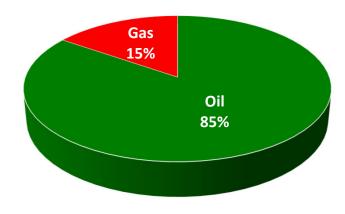
#### **Reserves by Category (%)**



## Reserves by PV10 (\$MM)



#### **Reserves by Product**





- Based on Cawley, Gillespie & Associates YE 2021 SEC Proved Reserve report
   Net capex includes P&A
   PV10 is reconciled in Non-GAAP disclosure





# **Financial Overview**

**Oil Hedge Summary** 

#### **Summary of Crude Oil Hedges**

As of August 4, 2022

Date Entered Into	Production Period	Instrument	Average Daily Volumes	Weighted Avg. Swap Price	Strike Price	Deferred Premium	Put Price	Call Price
Crude Oil - WTI	1100000001101100	moti dinent	(Bbls)	(per Bbl)	1 1100	TTOTHIGHT	11100	1 1100
Crado Cili VIII			(55.6)	(рег Бы)				
12/04/2020	Calendar year 2022	Swaps	500	\$44.22				
12/07/2020	Calendar year 2022	Swaps	500	\$44.75				
12/10/2020	Calendar year 2022	Swaps	500	\$44.97				
12/17/2020	Calendar year 2022	Swaps	250	\$45.98				
01/04/2021	Calendar year 2022	Swaps	250	\$47.00				
02/04/2021	Calendar year 2022	Swaps	250	\$50.05				
05/11/2021	Calendar year 2022	Swaps	879 <sup>(1)</sup>	\$49.03				
02/01/2022	02/01/2022 - 12/31/2022	Swaps	1,000	\$81.53				
06/28/2022	07/01/2022 - 09/30/2022	Put Options	1,000		\$107.90	\$6.95		
06/28/2022	10/01/2022 - 12/31/2022	Put Options	1,000		\$100.60	\$11.71		
06/28/2022	01/01/2023 - 03/31/2023	Put Options	1,000		\$95.75	\$13.96		
06/28/2022	04/01/2023 - 06/30/2023	Put Options	1,000		\$92.70	\$15.20		
06/28/2022	07/01/2023 - 09/30/2023	Put Options	1,000		\$90.00	\$16.00		
06/28/2022	10/01/2023 - 12/31/2023	Put Options	1,000		\$87.70	\$16.53		
06/29/2022	01/01/2023 - 03/31/2023	Put Options	500		\$95.25	\$14.25		
06/29/2022	04/01/2023 - 06/30/2023	Put Options	500		\$91.85	\$15.58		
06/29/2022	07/01/2023 - 09/30/2023	Put Options	500		\$89.10	\$16.45		
06/29/2022	10/01/2023 - 12/31/2023	Put Options	500		\$86.90	\$16.93		
06/29/2022	01/01/2024 - 03/31/2024	Put Options	500		\$84.70	\$17.15		
06/29/2022	04/01/2024 - 06/30/2024	Put Options	500		\$82.80	\$17.49		
07/01/2022	01/01/2023 - 03/31/2023	Put Options	1,000		\$91.00	\$13.79		
07/01/2022	04/01/2023 - 06/30/2023	Put Options	1,000		\$88.00	\$15.32		
07/08/2022	07/01/2022 - 09/30/2022	Put Options	500		\$100.30	\$6.69		
07/08/2022	10/01/2022 - 12/31/2022	Put Options	500		\$92.60	\$12.02		
07/08/2022	01/01/2023 - 03/31/2023	Put Options	500		\$87.70	\$14.35		
07/25/2022	01/01/2024 - 03/31/2024	Collars	1,000				\$70.00	\$86.00
07/25/2022	04/01/2024 - 06/30/2024	Collars	1,000				\$70.00	\$83.40
07/25/2022	07/01/2024 - 09/30/2024	Collars	1,000				\$70.00	\$81.20







# **Income Statement and Operational Stats**

#### **Income Statement**

#### (Unaudited)

		Three	Months Ended				Six Mon	ths En	ded
	 June 30,		March 31,		June 30,		Jun	e 30,	
	2022		2022		2021	_	2022		2021
Oil and Natural Gas Revenues	\$ 84,961,875	\$	68,181,032	\$	47,760,102	\$	153,142,907	\$	87,262,634
Costs and Operating Expenses									
Lease operating expenses	8,301,443		8,953,165		7,424,488		17,254,608		15,651,063
Gathering, transportation and processing costs	549,389		1,296,858		897,166		1,846,247		1,832,185
Ad valorem taxes	949,239		951,954		703,775		1,901,193		1,441,026
Oil and natural gas production taxes	4,157,457		3,218,362		2,198,339		7,375,819		4,051,101
Depreciation, depletion and amortization	10,749,204		9,781,287		9,275,126		20,530,491		17,383,284
Asset retirement obligation accretion	186,303		188,242		184,013		374,545		377,757
Operating lease expense	83,590		83,590		84,790		167,180		356,307
General and administrative expense (including share-based compensation)	 5,832,302		5,522,277	_	3,757,152		11,354,579		6,670,143
Total Costs and Operating Expenses	30,808,927		29,995,735	_	24,524,849	_	60,804,662		47,762,866
Income from Operations	54,152,948		38,185,297		23,235,253		92,338,245		39,499,768
Other Income (Expense)									
Interest income	-		-		1		-		1
Interest expense	(3,279,299)		(3,398,361)		(3,654,529)		(6,677,660)		(7,396,498)
Loss on derivative contracts	 (7,457,018)	_	(27,596,141)	_	(35,277,240)	_	(35,053,159)		(66,865,879)
Net Other Expense	 (10,736,317)		(30,994,502)	_	(38,931,768)		(41,730,819)		(74,262,376)
Income (Loss) Before Provision for Income Taxes	 43,416,631		7,190,795	_	(15,696,515)		50,607,426		(34,762,608)
(Provision For) Benefit From Income Taxes	 (1,472,209)		(78,752)	_	(190,644)	_	(1,550,961)		(190,644)
Net Income (Loss)	\$ 41,944,422	\$	7,112,043	\$	(15,887,159)	\$	49,056,465	\$	(34,953,252)
Basic Earnings (Loss) per Share	\$ 0.39	\$	0.07	\$	(0.16)	\$	0.47	\$	(0.35)
Diluted Earnings (Loss) per Share	\$ 0.32	\$	0.06	\$	(0.16)	\$	0.39	\$	(0.35)
Basic Weighted-Average Shares Outstanding	106,390,776		100,192,562		99,300,458		103,291,669		99,197,160
Diluted Weighted-Average Shares Outstanding	130,597,589		124,004,178		99,300,458		126,251,705		99,197,160



# **Operational Stats**

#### (Unaudited)

			Three	e Months Ended	ł		Six Mon	ths En	ded
		June 30,		March 31,		June 30,	Jur	ne 30,	
	_	2022		2022		2021	2022		2021
Net sales volumes:									
Oil (Bbls)		729,484		676,215		702,408	1,405,699		1,312,529 (2
Natural gas (Mcf)		723,196		732,283		540,857	1,455,479		1,178,666
Total oil and natural gas (Boe) (1)		850,017		798,262		792,551	1,648,279		1,508,973
	Oil	86%		85%		89%	85%		87%
Average daily equivalent sales (Boe/d)		9,341		8,870		8,709	9,107		8,337
Average realized sales prices:									
Oil (\$/Bbl)	\$	109.24	\$	93.80	\$	65.00	\$ 101.81	\$	61.74
Natural gas (\$/Mcf)		7.29		6.49		3.90	6.89		5.28
Barrel of oil equivalent (\$/Boe)	\$	99.95	\$	85.41	\$	60.26	\$ 92.91	\$	57.83
Average costs and expenses per Boe (\$/Boe):									
Lease operating expenses	\$	9.77	\$	11.22	\$	9.37	\$ 10.47	\$	10.37
Gathering, transportation and processing costs		0.65		1.62		1.13	1.12		1.21
Ad valorem taxes		1.12		1.19		0.89	1.15		0.95
Oil and natural gas production taxes		4.89		4.03		2.77	4.47		2.68
Depreciation, depletion and amortization		12.65		12.25		11.70	12.46		11.52
Asset retirement obligation accretion		0.22		0.24		0.23	0.23		0.25
Operating lease expense		0.10		0.10		0.11	0.10		0.24
General and administrative expense (including share-base compensation)	sed	6.86		6.92		4.74	6.89		4.42
General and administrative expense (excluding share-based compensation)		4.63		5.01		4.30	4.81		3.95

<sup>(1)</sup> Boe is determined using the ratio of six Mcf of natural gas to one Bbl of oil (totals may not compute due to rounding). The conversion ratio does not assume price equivalency and the price on an equivalent basis for oil and natural gas may differ significantly.

<sup>(2)</sup> Includes 379 barrels of skim oil.





# **Balance Sheet and Cash Flow Statement**

#### **Balance Sheet**

	 (Unaudited) June 30, 2022	 December 31, 2021
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 2,223,289	\$ 2,408,316
Accounts receivable	39,496,928	24,026,807
Joint interest billing receivable	1,350,134	2,433,811
Derivative assets	1,353,196	-
Prepaid expenses and other assets	 3,205,746	 938,029
Total Current Assets	47,629,293	29,806,963
Properties and Equipment		
Oil and natural gas properties subject to amortization	945,521,085	883,844,745
Financing lease asset subject to depreciation	2,067,375	1,422,487
Fixed assets subject to depreciation	 2,044,709	 2,089,722
Total Properties and Equipment	949,633,169	887,356,954
Accumulated depreciation, depletion and amortization	 (255,274,309)	(235,997,307)
Net Properties and Equipment	694,358,860	651,359,647
Operating lease asset	1,140,886	1,277,253
Derivative assets	785,389	-
Deferred financing costs	 1,324,918	 1,713,466
TOTAL ASSETS	\$ 745,239,346	\$ 684,157,329
LIABILITIES AND STOCKHOLDERS' EQUITY Current Liabilities		
Accounts payable	\$ 64,262,609	\$ 46,233,452
Financing lease liability	407,031	316,514
Operating lease liability	301,339	290,766
Derivative liabilities	32,700,566	29,241,588
Notes payable	 894,295	 586,410
Total Current Liabilities	98,565,840	76,668,730
Non-Current Liabilities		
Deferred income taxes	1,641,253	90,292
Revolving line of credit	270,000,000	290,000,000
Financing lease liability, less current portion	667,456	343,727
Operating lease liability, less current portion	983,995	1,138,319
Asset retirement obligations	 15,373,543	 15,292,054
Total Non-Current Liabilities	288,666,247	306,864,392
Total Liabilities	387,232,087	383,533,122
Stockholders' Equity		
Preferred stock - \$0.001 par value; 50,000,000 shares authorized; no shares issued or outstanding	-	_
Common stock - \$0.001 par value; 225,000,000 shares authorized; 107,236,111 shares and 100,192,562 shares issued and outstanding, respectively	107,236	100,193
Additional paid-in capital	561,791,836	553,472,292
Accumulated deficit	(203,891,813)	(252,948,278)
Total Stockholders' Equity	358,007,259	300,624,207
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	\$ 745,239,346	\$ 684,157,329
	 .,,	 ,

#### **Cash Flow Statement**

#### Unaudited)

			Three	e Months Ended				Six Mor	ths E	nded
		June 30,		March 31,		June 30,		Ju	ne 30,	
		2022		2022		2021		2022		2021
Cash Flows From Operating Activities										
Net income (loss)	\$	41,944,422	\$	7.112.043	\$	(15,887,159)	\$	49.056.465	\$	(34,953,25
Adjustments to reconcile net income (loss) to net cash provided by operating activities:	Ф	41,944,422	Ф	7,112,043	Þ	(15,007,159)	Ф	49,050,465	Ф	(34,953,252
Depreciation, depletion and amortization		10.749.203		9.781.287		9.275.126		20.530.490		17.383.28
Asset retirement obligation accretion		-, -, -,		., . , .		-, -, -,		.,,		,,
Amortization of deferred financing costs		186,303		188,242		184,013		374,545		377,75
Share-based compensation		189,274		199,274		147,224		388,548		330,25
Deferred income tax (benefit) expense		1,899,245		1,521,910		351,775		3,421,155		707,26
Excess tax (benefit) expense related to share-based		1,485,022		65,939		47,967		1,550,961		(1,744,17
compensation		-		-		142,677		-		1,934,81
Loss on derivative contracts  Cash paid for derivative settlements, net		7,457,018		27,596,141		35,277,240		35,053,159		66,865,879
		(19,617,265)		(14,115,501)		(12,436,333)		(33,732,766)		(18,357,12
Changes in assets and liabilities:										
Accounts receivable		(4,315,730)		(10,078,098)		(704,568)		(14,393,828)		(6,673,30
Prepaid expenses and other assets		(2,470,602)		202,885		(1,346,762)		(2,267,717)		(1,181,56
Accounts payable		4,328,968		2,519,011		2,365,612		6,847,979		8,659,11
Settlement of asset retirement obligation	_	(1,113,208)	_	(553,368)	_	(1,093,816)		(1,666,576)	_	(1,338,27
Net Cash Provided by Operating Activities		40,722,650		24,439,765		16,322,996		65,162,415		32,010,68
Cash Flows From Investing Activities										
Payments to purchase oil and natural gas properties		(383,003)		(360,848)		(178,718)		(743,851)		(437,68
Payments to develop oil and natural gas properties		(35,793,923)		(13,860,249)		(10,824,079)		(49,654,172)		(22,723,01
Purchase of fixed assets subject to depreciation		(81,646)		(10,114)		(41,442)		(91,760)		(60,90
Sale of fixed assets subject to depreciation		126,100		8,500		-		134,600		-
Proceeds from divestiture of oil and natural gas properties	_	25,066	_	-	-	-	_	25,066	_	2,000,00
Net Cash Used in Investing Activities		(36,107,406)		(14,222,711)		(11,044,239)		(50,330,117)		(21,221,60
Cash Flows From Financing Activities										
Proceeds from revolving line of credit		40.500.000		10.000.000		6.900.000		50.500.000		19.900.00
Payments on revolving line of credit		.,,		.,,		.,,		, ,		.,,
Proceeds from issuance of common stock and warrants		(50,500,000)		(20,000,000)		(11,900,000)		(70,500,000)		(32,400,00
Payments to cover tax withholdings		5,163,126		-		80,000		5,163,126		241,26
Proceeds from notes payable		(257,694)		-		- 000 407		(257,694)		- 000 40
Payments on notes payable		928,626		(007.004)		909,467		928,626		909,46
Payment of deferred financing costs		(253,360)		(367,381)		(151,317)		(620,741)		(151,31
Reduction of financing lease liabilities		(111,864)		(118,778)		(76,887) (70,288)		(230,642)		(76,88 (119,99
Net Cash Used in Investing Activities		(4,531,166)		(10,486,159)		(4,309,025)		(15,017,325)		(11,697,46
Net (Decrease) Increase in Cash		84,078		(269,105)		969,732		(185,027)		(908,39
Cash at Beginning of Period	_	2,139,211	_	2,408,316	_	1,700,510	_	2,408,316	_	3,578,634
Cash at End of Period	\$	2,223,289	\$	2,139,211	\$	2,670,242	\$	2,223,289	\$	2,670,242







# **Non-GAAP** Disclosure

Standardized

Measure of

Future Income

Certain financial information included in Ring's financial results are not measures of financial performance recognized by accounting principles generally accepted in the United States, or GAAP. These non-GAAP financial measures are "Adjusted Net Income", "Adjusted EBITDA", "Free Cash Flow" and "Cash Flow from Operations". Management uses these non-GAAP financial measures in its analysis of performance. In addition, Adjusted EBITDA is a key metric used to determine the Company's incentive compensation awards. These disclosures may not be viewed as a substitute for results determined in accordance with GAAP and are not necessarily comparable to non-GAAP performance measures which may be reported by other companies.

Adjusted Net Income does not include the estimated after-tax impact of share-based compensation, ceiling test impairment, and unrealized loss (gain) on change in fair value of derivatives, as well an add back of the full valuation against the Company's deferred tax assets during the fourth quarter of 2020. Adjusted Net Income is presented because the timing and amount of these items cannot be reasonably estimated and affect the comparability of operating results from period to period, and current periods to prior periods.

The Company also presents the non-GAAP financial measures Adjusted EBITDA and Free Cash Flow. The Company defines Adjusted EBITDA as net (loss) income plus net interest expense, unrealized loss on change in fair value of derivatives, ceiling test impairment, income tax (benefit) expense, depreciation, depletion and amortization and accretion, asset retirement obligation accretion and share-based compensation. Company management believes this presentation is relevant and useful because it helps investors understand Ring's operating performance and makes it easier to compare its results with those of other companies that have different financing, capital and tax structures. Adjusted EBITDA should not be considered in isolation from or as a substitute for net income, as an indication of operating performance or cash flows from operating activities or as a measure of liquidity. Adjusted EBITDA, as Ring calculates it, may not be comparable to Adjusted EBITDA measures reported by other companies. In addition, Adjusted EBITDA does not represent funds available for discretionary use.

The Company defines Free Cash Flow as Adjusted EBITDA (defined above) less net interest expense (excluding amortization of deferred financing cost) and capital expenditures. For this purpose, the Company's definition of capital expenditures includes costs incurred related to oil and natural gas properties (such as drilling and infrastructure costs and the lease maintenance costs) and equipment, furniture and fixtures, but excludes acquisition costs of oil and gas properties from third parties that are not included in the Company's capital expenditures guidance provided to investors. Company management believes that Free Cash Flow is an important financial performance measure for use in evaluating the performance and efficiency of its current operating activities after the impact of accrued capital expenditures and net interest expense and without being impacted by items such as changes associated with working capital, which can vary substantially from one period to another. There is no commonly accepted definition for Free Cash Flow within the industry. Accordingly, Free Cash Flow, as defined and calculated by the Company, may not be comparable to Free Cash Flow or other similarly named non-GAAP measures reported by other companies. While the Company includes net interest expense in the calculation of Free Cash Flow, other mandatory debt service requirements of future payments of principal at maturity (if such debt is not refinanced) are excluded from the calculation of Free Cash Flow. These and other non-discretionary expenditures that are not deducted from Free Cash Flow would reduce cash available for other uses.

PV-10 is a measure not prepared in accordance with GAAP that differs from a measure under GAAP known as "standardized measure of discounted future net cash flows" in that PV-10 is calculated without including future income taxes. Management believes that the presentation of the PV-10 value of our oil and natural gas properties is relevant and useful to investors because it presents the estimated discounted future net cash flows attributable to our estimated proved reserves independent of our income tax attributes, thereby isolating the intrinsic value of the estimated future cash flows attributable to our reserves. We believe the use of a pre-tax measure provides greater comparability of assets when evaluating companies because the timing and quantification of future income taxes is dependent on company-specific factors, many of which are difficult to determine. For these reasons, management uses and believes that the industry generally uses the PV-10 measure in evaluating and comparing acquisition candidates and assessing the potential rate of return on investments in oil and natural gas properties. PV-10 does not necessarily represent the fair market value of oil and natural gas properties. PV-10 is not a measure of financial or operational performance under GAAP, nor should it be considered in isolation or as a substitute for the standardized measure of discounted future net cash flows as defined under GAAP.

The Company also presents the non-GAAP financial measure Cash Flow from Operations. The Company defines Cash Flow from Operations as Net Cash Provided by Operating Activities plus Changes in operating assets and liabilities.

The table below provides a reconciliation of PV-10 to the standardized measure of discounted future net cash flows as of December 31, 2021.

		Oil	Gas	Total	Pre-Tax PV-10	Taxes,	Discounted Future
	(1	(Bbl)	(Mcf)	(Boe)	Value	Discounted at 10%	Net Cash Flows
PING	65,8	838,609	71,773,789	77,800,907	\$1,332,097,625	\$ (194,732,777)	\$ 1,137,364,848
ENERGY	31					www.ringenergy.com	n NYSE American: REI

Natural





# **Non-GAAP Reconciliations**

#### Adjusted Net Income

			Three	Months Ended				Six Mo	nths Er	nded
	June 30,		March 31,		June 30,		June 30,			
		2022		2022		2021		2022		2021
				(	Unaudi	ted for All Period	ls)			
Net Income (Loss)	\$	41,944,422	\$	7,112,043	\$	(15,887,159)	\$	49,056,465	\$	(34,953,252)
Share-based compensation		1,899,245		1,521,910		351,775		3,421,155		707,269
Unrealized loss (gain) on change in fair value of derivatives		(12,160,246)		13,480,640		22,840,907		1,320,393		48,508,755
Tax impact of adjusted items		(347,939)		164,305		-		145,314	_	-
Adjusted Net Income	\$	31,335,482	\$	22,278,898	\$	7,305,523	\$	53,943,327	\$	14,262,772
Basic Weighted-Average Shares Outstanding		106,390,776		100,192,562		99,300,458		103,291,669		99,197,160
Adjusted Net Income per Share	\$	0.29	\$	0.22	\$	0.07	\$	0.52	\$	0.14

#### Adjusted EBITDA

			Three	Months Ended				Six Mor	nths En	ided	
	June 30,		March 31,			June 30,		June 30,			
		2022		2022		2021		2022		2021	
					(Unau	idited for All Peri	ods)				
Net Income (Loss)	\$	41,944,422	\$	7,112,043	\$	(15,887,159)	\$	49,056,465	\$	(34,953,252)	
Interest expense, net		3,279,299		3,398,361		3,654,528		6,677,660		7,396,497	
Unrealized loss (gain) on change in fair value of derivatives		(12,160,246)		13,480,640		22,840,907		1,320,393		48,508,755	
Income tax provision (benefit)		1,472,209		78,752		190,644		1,550,961		190,644	
Depreciation, depletion and amortization		10,749,204		9,781,287		9,275,126		20,530,491		17,383,284	
Asset retirement obligation accretion		186,303		188,242		184,013		374,545		377,757	
Share-based compensation		1,899,245		1,521,910		351,775		3,421,155		707,269	
Adjusted EBITDA	\$	47,370,436	\$	35,561,235	\$	20,609,834	\$	82,931,670	\$	39,610,954	
Adjusted EBITDA Margin		56%		52%		43%		54%		45%	
Basic Weighted-Average Shares Outstanding		106,390,776		100,192,562		99,300,458		103,291,669		99,197,160	
· · · ·				,,		11,110,100				22, 37, 700	
Adjusted EBITDA per Share	\$	0.45	\$	0.35	\$	0.21	\$	0.80	\$	0.40	

#### Free Cash Flow

	Three Months Ended							Six Months Ended			
	June 30,		March 31,		June 30,		June 30,			,	
		2022		2022		2021		2022		2021	
				(l	Jnaudi	ted for All Period	s)				
Adjusted EBITDA	\$	47,370,436	\$	35,561,235	\$	20,609,834	\$	82,931,670	\$	39,610,954	
Net interest expense (excluding amortization of deferred financing costs)		(3,090,025)		(3,199,087)		(3,507,304)		(6,289,112)		(7,066,246)	
Capital expenditures		(41,810,442)		(19,743,693)		(11,456,062)		(61,554,135)		(25,981,498)	
Proceeds from divestiture of oil and natural gas properties	_	25,066	_			<u>-</u>	_	25,066		2,000,000	
Free Cash Flow	\$	2,495,035	\$	12,618,455	\$	5,646,468	\$	15,113,489	\$	8,563,210	

#### Cash Flow From Operations

		Three Months Ended						Six Months Ended				
		June 30, 2022		March 31,		June 30,		June 30,				
				2022 20			2021 2022			2021		
				(1	Unaudit	ed for All Period	ds)					
let Cash Provided by Operating Activities	\$	40,722,650	\$	24,439,765	\$	16,322,996	\$	65,162,415	\$	32,010,680		
Changes in operating assets and liabilities		3,570,572		7,909,570		779,534	_	11,480,142	_	534,028		
Cash Flow from Operations	\$	44,293,222	\$	32,349,335	\$	17,102,530	\$	76,642,557	\$	32,544,708		







# **Experienced Management Team**

**Shared Vision with a Track Record of Success** 





35+ years of domestic & international oil & gas industry experience

Executive & board roles include CEO, President, COO, Region VP and public & private board directorships









Alexander Dyes EVP of Engineering & Corporate Strategy

15+ years of oil & gas industry experience

Multi-disciplined
experience including
VP A&D, VP
Engineering, Director
Strategy, multiple
engineering &
operational roles





Marinos Baghdati EVP of Operations

19+ years of oil & gas industry experience

Operational experience in drilling, completions and production including VP Operations, Operations manager, multiple engineering roles





**Stephen D. Brooks**EVP of Land, Legal, HR &
Marketing

40+ years of oil & gas industry experience

Extensive career as landman including VP Land & Legal, VP HR VP Land and Land Manager



Travis Thomas
EVP & Chief
Financial Officer

17+ years of oil & gas industry experience & accounting experience

High level financial experience including CAO, VP Finance, Controller, Treasurer



Hollie Lamb

VP of Compliance & GM

of Midland Office

20+ years of oil & gas industry experience Previously Partner of HeLMS Oil & Gas, VP Engineering, Reservoir & Geologic Engineer

















# **Refreshed Board of Directors**

**Accomplished and Diversified Experience** 



Paul D. McKinney Chairman & Chief **Executive Officer** 

35+ years of domestic & international oil & gas industry experience

Executive & board roles include CEO, President, COO, Region VP and public & private board directorships









Anthony D. Petrelli Lead Independent Director

43+ years of banking, capital markets, governance & financial experience

Executive and Board positions include CEO, President, multiple board chairs & directorships









John A. Crum **Independent Director** 

45+ years of domestic & international oil & gas industry experience

Extensive executive roles including CEO, President & COO, and multiple public & private board chairs & directorships









**Richard E. Harris Independent Director** 

40+ years of experience across multiple industries

Executive positions in oil & gas, industrial equipment, and technology including CIO, Treasurer, Finance and **Business Development** 







**Thomas L. Mitchell Independent Director** 

35+ years of domestic & international oil & gas industry experience

Executive & board roles include CFO, VP Accounting, Controller and public & private board directorships











**Regina Roesener Independent Director** 



**Executive and Board** positions including COO, director and Board **Director positions** 



Clayton E. Woodrum Independent Director

50+ years of accounting. tax & finance experience

Wide range of financial acumen including positions as CFO, Partner in Charge and **Board Director positions** 













#### **COMPANY CONTACT**

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