SEACOR Marine Holdings Inc.

CORPORATE GOVERNANCE GUIDELINES

November 12, 2026

1. Board Mission

The mission of the Board of Directors (the "Board") of SEACOR Marine Holdings Inc. (the "Company") is to represent the interests of the shareholding body as a whole in perpetuating a business that succeeds in a variety of businesses, all in a manner that achieves return on investment and cash flow to build long-term stockholder value. The Board intends that these guidelines serve as a flexible framework within which the Board may conduct its business, not as a set of binding legal obligations. These guidelines should be interpreted in the context of all applicable laws, the Company's charter documents and other governing legal documents and the Company's policies.

2. Board Leadership

The Board believes that the leadership structure of the Board, including whether to maintain an independent Chairman of the Board (the "Chairman") and/or a Lead Independent Director shall be determined by the Board from time to time, in its business judgment after considering relevant factors, including the specific needs of the business and what is in the best interests of the Company's stockholders.

3. Directors' Responsibilities

The members of the Board (each a "Director", or collectively, the "Directors") fulfill their mission (directly or by delegating certain responsibilities to committees of the Board) by:

(a) exercising their business judgment to act in what they reasonably believe to be the best interests of the Company and its stockholders;

(b) overseeing strategic, financial and execution risks and exposures associated with the Company's business strategy, policy matters, significant litigation and regulatory exposures, and other current matters that may present material risk to the Company's or its subsidiaries' financial performance, operations, infrastructure, plans, prospects or reputation, acquisitions and divestitures;

(c) investing the time and effort necessary to understand the Company's business and financial strategies and challenges by attending Board meetings, actively participating in Board discussions and making themselves available outside of Board meetings for advice and consultation;

(d) providing advice and counsel to the Chairman, the Chief Executive Officer (the "CEO") and principal senior executives;

(e) selecting, regularly evaluating and, where appropriate, replacing the Chairman, the CEO and other senior executives in accordance with the certificate of incorporation and by-laws of the Company;

(f) reviewing and approving the compensation plans, policies and arrangements for executive officers, other officers and employees to ensure they are appropriate, competitive and properly reflect the Company's objectives and performance;

(g) overseeing the conduct of the Company's business and strategic plans to evaluate whether the business is being properly managed and ensure that the Company operates in an effective, efficient and ethical manner in order to produce value for the Company's stockholders;

(h) overseeing the overall strategy of the Company and monitoring its performance against its operating plan and against the performance of its peers;

(i) reviewing and approving the Company's financial objectives and major corporate plans and actions;

(j) reviewing and approving major changes in the appropriate auditing and accounting principles and practices;

(k) providing oversight of internal and external audit processes and financial reporting and taking actions, upon the recommendation of the Audit Committee of the Company, that are necessary to ensure the integrity of the Company's accounting and financial reporting systems and that such controls are in place; and

(l) performing such other functions as the Board believes appropriate or necessary, or as otherwise prescribed by rules or regulations.

To carry out these responsibilities, the Directors recognize that they have the obligation individually and collectively to pay careful attention and be properly informed.

The Company's senior officers, under the direction of the Company's executive officers, are responsible for the operations of the Company; implementation of the strategic, financial, and management policies of the Company; identification, assessment and management of risk and risk mitigation strategies; preparation of financial statements and other reports that accurately reflect requisite information about the Company and timely reports which inform the Board about the foregoing matters.

4. Candor and Avoidance of Conflicts

The Directors recognize that candor and the avoidance of conflicts in fact and in perception are hallmarks of the accountability owed to the stockholders. Directors have a

personal obligation to disclose a potential conflict of interest to the Chairman and the CEO prior to any Board decision related to the matter and, if the Chairman and/or CEO in consultation with legal counsel determine a conflict exists or the perception of a conflict is likely to be significant, to recuse themselves from any discussion or vote related to the matter. The Audit Committee of the Board will review and either approve or disapprove all related party transactions for which audit committee approval is required by applicable law or the rules of the New York Stock Exchange. The Board will also ensure that there is no abuse of corporate assets or unlawful related party transactions.

5. Regular Executive Sessions of Non-Management Directors

Management-affiliated Directors and other key members of management shall regularly attend Board meetings. The Board shall meet regularly in executive session, outside the presence of any member of management, to discuss issues relating to management performance and any other issue that may involve a conflict concerning management. Any three independent Directors may convene an executive session. The meetings have such agendas and procedures as determined by the Directors.

6. Lead Independent Director

The Chairman convenes and chairs the regular sessions of the Board. If the Board, through a decision of the independent Directors, has appointed a Lead Independent Director, the Lead Independent Director will: (a) preside at meetings of the Board in the absence of the Chairman; (b) convene and preside at regular and special executive sessions of the independent Directors; (c) serve as liaison between the Chairman, the CEO and the independent Directors; (d) confer with the Chairman and CEO concerning Board and committee agendas, meeting schedules, and information needs; (e) communicate with significant stockholders, as appropriate and at the request of the Board, the independent Directors, an independent Board committee or the Chairman; (f) together with the Chairman of the Nominating and Corporate Governance Committee, preside over the Board's self-evaluation; and (g) perform such other duties as agreed by the Board or the independent Directors, from time to time. The structure of independent leadership, together with the performance of the Lead Independent Director (if appointed), shall be reassessed annually by the Nominating and Corporate Governance Committee as part of the Board evaluation process.

7. Formal Evaluation of the Chairman and the CEO

The Compensation Committee undertakes an annual evaluation of the performance of the Chairman, the CEO and other principal senior executives and reports its findings and recommendations to the Board. The evaluation is based on objective corporate goals and objectives approved by the Compensation Committee, including criteria such as performance of the business, accomplishment of long-term strategic objectives, development of management, etc. The evaluation is used by the Compensation Committee in determining, either on its own or together with the independent Directors (as the Board may direct), the compensation of the Chairman and the CEO.

8. Succession Planning

Selecting a Chairman and a CEO and, consequently, planning for succession is an important responsibility of the Board. The Board shall consult with the Chairman and the CEO and plan for management succession, including succession of the Chairman and the CEO. The Board or the Nominating and Corporate Governance Committee shall consider and periodically reconsider the qualities and characteristics necessary for such position. The Board or the Nominating and Corporate Governance Committee shall periodically review the development and progression of potential internal candidates against those standards. The Company believes that advance planning for contingencies such as the departure, death or disability of the Chairman and the CEO is critical and, accordingly, periodically considers emergency succession plans for facilitating the transition to interim and longer term leadership in the event of an untimely vacancy.

9. Independent Directors

The Board has affirmatively determined that a majority of Directors lack any "material relationship" with the Company (either directly or as a partner, stockholder or officer of an organization that has a relationship with the Company).

The Board defines a Director as lacking a material relationship and therefore "independent" if he or she complies with the applicable independence requirements of the corporate governance listing standards of the New York Stock Exchange and the Company's Director Independence Standards. Each independent Director who experiences a change in circumstances that could affect such Director's independence should deliver a notice of such change to the Company's Secretary.

10. Director Nominations

The Nominating and Corporate Governance Committee is responsible for reviewing with the Board, on an annual basis, the appropriate skills and characteristics required of Board members in the context of the current make-up of the Board. This assessment includes issues of sound judgment, diversity, age, business specialization and technical skills – all in the context of an assessment of the perceived needs of the Board at that point in time.

The Board is responsible, in fact as well as procedure, for selecting its own members and in recommending them for election by the stockholders. The Board delegates the screening process to the Nominating and Corporate Governance Committee.

11. Directors Who Change Their Present Job Responsibility

Any Director who experiences a material change in his or her job responsibilities or the position he or she held when he or she came on the Board should deliver a notice of such change in status to the Chairman. The Nominating and Corporate Governance Committee will then evaluate whether the individual continues to satisfy the Board's membership criteria in light of his or her new occupational status and shall recommend to the Board the action, if any, to be taken with respect to such individual.

12. Orientation and Continuing Education

New Directors are provided with an orientation program that includes background material and meetings with senior members of management. Board members are encouraged to participate in continuing education opportunities about matters of relevance to their service on the Board, which may include training conducted by the Company.

13. Commitment and Limits on Other Activities

Directors are expected to limit the number of other boards (excluding the boards of not-for-profit organizations) on which they serve such that service on the boards of directors of other companies does not interfere with his or her ability to devote sufficient time and effort to service on the Board. Directors are encouraged not to serve on more than three (3) other boards but, with prior notification to the remaining members of the Board, may (i) with respect to directors who are engaged full-time in another business, serve on up to four (4) boards and (ii) with respect to all other directors, serve on up to six (6) boards (in all such cases including the Company's Board but excluding the boards of subsidiaries of the Company and excluding not-for-profit organizations). Directors are required to advise the Chairman, the CEO and the chairman of the Nominating and Corporate Governance Committee in advance of accepting an invitation to serve on another board (whether public, private or charitable).

14. Term and Age Limits

The Board has determined that age and term limits are not appropriate at this time, because directors who have developed increasing insight into the Company and its operations over time provide an increasing contribution to the Board as a whole. Instead, the Nominating and Corporate Governance Committee formally reviews each Director elected by the stockholders to consider the desirability of such Director's continuation on the Board at the expiration of the Director's term.

15. Board Compensation and Stock Ownership

Only non-employee Directors receive compensation for service on the Board. The Compensation Committee evaluates the status of Board compensation in relation to comparable U.S. companies (in terms of size, business sector, etc.) and report findings and recommendations to the Board including recommendations for approval of changes to compensation.

Directors are encouraged to own stock in the Company, and to that end, part of Director compensation is provided in stock-based awards.

16. Director Resignations, Retirements and Refusals to Stand for Re-Election

A Director who intends to resign or retire or refuses to stand for re-election to the Board must submit notice via a written letter or email to the General Counsel of the Company.

For resignations and retirements, the Director must state the effective date of the resignation or retirement. For resignations, the Director also must state that the Director has no disagreement with the Company's operations, policies or practices or, if the Director has such a disagreement, the Director must describe the disagreement. For refusals to stand for re-election, the Director must state when the election in question will occur.

17. Selection of Board Meeting Agenda Items

The Chairman and the CEO establish the agenda for each Board meeting. Each Board member is free to suggest the inclusion of item(s) on the agenda.

18. Board Materials and Information

To the extent feasible and absent extreme sensitivity, information and data that is important to the Board's or a committee's understanding of the business to be considered at a meeting is distributed in writing to the Board or such committee in advance of such meeting.

19. Board Meeting Presentations

As a general rule, Board meeting time is reserved for discussion. To the extent feasible, presentations on specific subjects are sent to Directors in advance so that Board meeting time may focus on questions the Board has about the material.

However, it is recognized that there may be occasions for which this general rule is not practical.

20. Attendance at Board Meetings by Senior Managers

The Board welcomes regular attendance of senior managers at Board meetings. The Board encourages management to, from time to time, bring managers into Board meetings who: can provide additional insight into the items being discussed because of personal involvement in these areas, and/or have future potential such that management believes he or she should be given exposure to the Board.

21. Board Access to Senior Managers and Independent Advisers

Directors have access to senior management. It is assumed that Directors will use good judgment to ensure that this contact is not distracting to the business operation of the Company and that such contact, if in writing, will be copied to the CEO. Directors shall have access to the Company's independent advisors.

22. Number, Structure and Independence of Board Committees

The Board currently has three committees: Audit, Compensation and Nominating and Corporate Governance. Membership on the Audit, Compensation and Nominating and Corporate Governance committees is limited to independent Directors. The Board

retains discretion to form new committees or disband current committees depending upon the circumstances. Each committee complies with the independence and other requirements established by applicable law and regulations, including Securities and Exchange Commission and New York Stock Exchange rules.

23. Corporate Communications

The Board recognizes the importance of managing communications with market participants and the need for the Company to speak with a single, unified voice. The Board has determined that executive management has the primary responsibility for communicating with investors, the press, customers, suppliers and employees and making other public disclosure and may establish policies concerning the Company's communications with market participants and the public in general.

24. Code of Business Conduct and Ethics

The Company has adopted a Code of Business Conduct and Ethics to provide guidelines for the ethical conduct of Directors, officers and employees. The Code of Business Conduct and Ethics is posted on the Company's website.

25. Annual Self-Evaluation

The Board conducts an annual self-evaluation of its performance and the performance of the Audit Committee, Compensation Committee and Nominating and Corporate Governance Committee. The evaluations are based on objective criteria including performance of the business, accomplishment of long-term strategic objectives, development of management, etc.

26. Corporate Governance Guidelines

The Nominating and Corporate Governance Committee reviews these guidelines periodically and recommends amendment to the Board as necessary. These guidelines are communicated to the Company's stockholders via the Company's website or in print upon request, as disclosed in the Company's annual report.