



NESR

NATIONAL ENERGY
SERVICES REUNITED CORP.

The National Champion of **MENA**



ESG Report

ENVIRONMENTAL / SOCIAL / GOVERNANCE

2025

Explore ESG Report >

Introduction

National Energy Services Reunited Corp. (We, **NESR** or Company, as the case may be) Environmental, Social & Governance (ESG) Report covers our ESG activities and performance for our Fiscal Year 2025 from January 1, 2025 to December 31, 2025.

The report accounts for **NESR's** operations worldwide, unless otherwise noted. Select data and examples of our ESG performance in 2023 and 2024 were incorporated when relevant.

This report outlines our approach to ESG and our focus on the long-term sustainability of the Company. The content within this report should not be considered a substitute for financially material information provided in **NESR's** United States Securities and Exchange Commission (SEC) filings.



*For questions about ESG at NESR or about this report,
please contact esg@nesr.com*



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CEO Message

Our release of the **NESR 2025 ESG Report** comes at a pivotal time for the Middle East and the global economy, with shifting regional dynamics influencing not only the region, but ESG priorities worldwide.

Just as **NESR** continues to stand by our people, communities, and customers across MENA during these times of conflict, our commitment to ESG is stronger than ever. 2025 was a particularly transformational year for the **NESR** growth story, most notably with the unprecedented award of our Saudi Jafurah unconventional contract, which we commenced in early November and are now delivering at scale.

Beyond the substantial investment in local people, technology, and supply chains in the Kingdom, this massive project brings **NESR** even closer to the KSA Vision 2030 objective of 50% renewable & 50% low-emission natural gas power generation. We're proud to serve as a key enabler of the ambitious 80% sales gas growth target by 2030. Most importantly, our strong safety track record in this project and across our entire MENA operation speaks to the unique trust that our customers continue to place in **NESR**.

For us, ESG truly spans the Environment, for which our gas-oriented operations drive a low-carbon future and our NEDA segment continues to unlock new frontiers in water and circular economy; Social, underpinned by our leading, counter-cyclical capital investments and a near doubling of headcount & training over the last several years; and Governance, no doubt reflected in our capital markets momentum through 2025 but more importantly embodied in our on-ground leadership and side-by-side customer engagement even in the height of recent geopolitical conflict. While others shy away, we step forward.

As we look ahead, I believe the next 5-10 years in MENA will be shaped by three key ESG-centric themes. First, there's localization and supply security. While they're accelerated on the back of regional conflict, they're also driven by the smaller shifts toward deglobalization. This, in turn, has elevated companies that are truly local with their social impact. These are the companies that know intimately the communities in which they work. They are the same ones that strive to out-invest, out-train, and out-innovate their international peers.

This is **NESR's** core strength as **National Champion of MENA**.

Second, foreign investment and cooperation between National Oil Companies and leading international producers will grow significantly. This will make the companies that have the local familiarity and resilient workforce and supply chain, but that also satisfy leading global Governance standards, increasingly important. It's worth noting that **NESR** is currently the only pure-play MENA energy services company listed on the Nasdaq, with a truly global investor base and capital markets presence.

Third, Environmental progress across the energy industry will indeed be achieved through the improvement of economics within the circular economy. While certain ESG topics have faded from focus, technology has quietly progressed to meet the economics of recycling water, extracting critical minerals, and harnessing waste heat and gas. **NESR** remains at the frontier of this opportunity, working closely with our visionary customers to bring these emerging market opportunities to scale.

To our customers, employees, shareholders, and partners - thank you. Our success to date reflects the trust you have placed in us and the unwavering support you have shown us every step of the way.

Sincerely,



— NESR at a Glance

Founded in 2017, **NESR** is one of the largest national oilfield services providers in the MENA and Asia Pacific regions. With over 7,300 employees, representing more than 70 nationalities in 16 countries, the Company helps its customers unlock the full potential of their reservoirs by providing Production Services such as Hydraulic Fracturing, Cementing, Coiled Tubing, Filtration, Completions, Stimulation, Pumping and Nitrogen Services.

The Company also helps its customers to access their reservoirs in a smarter and faster manner by providing Drilling and Evaluation Services such as Drilling Downhole Tools, Directional Drilling, Fishing Tools, Testing Services, Wireline, Slickline, Drilling Fluids and Rig Services.

Within the recently commercialized NEDA segment, the Company has built a portfolio of innovative solutions in the areas of Water & Mineral Recovery, Flare Abatement, Emissions Detection, and Heat Capture & New Energies. This open technology platform brings together solutions from around the world, including from industries beyond oil and gas, to help address key environmental and decarbonization challenges across the MENA upstream sector.



As the national champion of MENA with operations spanning across all the major oil and gas basins in the region, **NESR** prides itself on delivering exceptional service and deploying optimal technical solutions to solve the challenges of more than 30 of our oil and gas customers, while striving to promote local content, research & development and human capital cultivation across the communities in which we work.

2025 Financial Results

Revenues:

\$1.3 billion (+2% Year-Over-Year)

Adjusted EBITDA:

\$282 million (21.3% margin) non-GAAP

Adjusted Net Income:

\$80 million non-GAAP

Free Cash Flow:

\$121 million non-GAAP



7,322 Employees



70 Nationalities



Production Services



16 Countries



20+ Service Lines



Drilling & Evaluation Services

— 3Cs Centric:

■ Communities

Every energy project leaves a mark; we aim for it to be a local one. As our customers develop national resources, we make sure that value remains in-country through local manufacturing, supply chains and talent. ICV shapes how we plan, starting with a safe, skilled and empowered workforce and extending to the suppliers and communities around us.

■ Customers

Customer centricity anchors our strategy; innovation and agility are how we deliver on it. We bring consistent service quality, an uncompromising safety culture and a nimble approach to new technologies, turning our customers' challenges into measurable outcomes. Our open technology platform gives customers faster access to the right solutions, shortening the path from innovation to field deployment.



■ Collaboration

Partnership is central to how we develop and deploy new technologies. We pair focused R&D investment with partnerships that welcome innovators from inside and outside oil and gas, particularly where tools from other sectors can accelerate decarbonization and the energy transition. What we develop together is reinvested in local capability, completing the cycle back to our communities.

Building Blocks of ESG

Background of NESR ESG

At **NESR**, sustainability is not a reporting obligation, it is a business conviction. Since inception, **NESR** has embedded ESG principles into the core of its operations, recognizing that long-term value creation and responsible business conduct are inseparable.

NESR's structured ESG journey began in 2019 with the launch of its formal ESG practice, anchored in the tracking of key performance indicators across water use, waste disposal, and greenhouse gas emissions. What began as disciplined data collection has since evolved into a comprehensive framework that shapes how **NESR** designs its operations, deploys its workforce, and engages its stakeholders across MENA.

With the publication of its inaugural ESG Report in 2021, covering the period 2018–2020, **NESR** began disclosing its ESG performance publicly and made a commitment to continuous improvement. Since then, the Company has made measurable strides in data quality, reporting coverage, and alignment with globally recognized ESG frameworks, supported by external ESG advisors.



This 2025 report reflects that ambition: a rigorous, forward-looking account of how **NESR** is building a business that generates returns and creates lasting value for its shareholders, its people, the communities it serves, and the environments in which it operates.

The Key Building Blocks of the NESR ESG Strategy

- **Ensure strong oversight of ESG and ethical business conduct across NESR**, with clear board-level accountability and feedback mechanisms that drive continuous improvement.
- **Ensure the health and safety of NESR's workforce and the protection of the environment** through rigorous HSE compliance, training, and transparent performance reporting.
- **Ensure leading research and innovation** that advances lower-carbon technologies, supported by industry partnerships and human capital development.
- **Ensure in-country value creation is maximized** through local hiring and local procurement, so the returns **NESR** generates also strengthen the economies and communities in which it operates.
- **Ensure a diverse, skilled and empowered workforce** by upholding fair labor practices and investing in the development and inclusion of **NESR's** people, building the talent that sustains its growth.
- **Ensure a responsible supply chain** by assessing suppliers on ESG criteria and extending **NESR's** sustainability standards across the value chain.
- **Ensure continuous improvement of ESG data collection and disclosure** through a dedicated ESG management platform, KARBON by Planet Sustech and alignment with internationally recognized reporting frameworks.
- **Ensure meaningful climate action and resource circularity** by managing **NESR's** own emissions and energy use, and by delivering decarbonization and circular economy solutions that support customers in reducing their environmental footprint.

NESR's first duty is to its shareholders, for whom value creation must be sustainable (repeatable) and enduring, which underscores the inextricable link between shareholder value and corporate sustainability. **NESR** is built on a strong foundation of integrity, ethics, and social responsibility.

Corporate governance principles are overseen by our Board and instilled in our employees through our Code of Conduct. At the Board direction, ESG

updates are presented to the Board regularly to ensure ESG considerations are factored into business decisions.

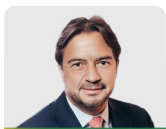
In addition, the Board reviews and monitors ESG risks and opportunities at Board and committee meetings as deemed necessary, which provides for a robust feedback loop for continuous ESG improvement.

NESR Board of Directors*



SHERIF FODA
Chairman of the Board & CEO

Chairman & CEO - Sherif Foda has served as the Chairman and Chief Executive Officer of **NESR** since inception. He founded the company in 2017 as a Special Purpose Acquisition Company to create the first and largest energy services company from the MENA region publicly listed on Nasdaq. Mr. Foda has more than three decades of professional experience in the energy industry working primarily in his earlier career for Schlumberger Limited (NYSE: SLB) around the world, particularly in the Middle East, Europe and the US. He served as Senior Advisor to the Chairman of SLB, an officer and President of the Production Group, the President of Europe and Africa, Vice President and Managing Director of the Arabian market, and President of Well Intervention worldwide, among other roles. He started his career in 1993 with SLB (Red Sea). Mr. Foda sits on multiple private boards, serves as the Chairman of W.D. Von Gonten Engineering in Houston and GLC Energy Company in London and is a board member for Salttech BV in Holland and Al Fanar Venture philanthropy in London.



ANTONIO MEJIA
Lead Independent Director

Lead Independent Director - Antonio Campo Mejia has been an independent director of **NESR** since inception in May 2017 and is the Lead Independent Director of the board. He has been a non-executive director of the Supervisory Board of Fugro N.V. (Euronext: FUR), a company providing geosciences services, since 2014 and Vice-Chairman of Basin Holdings, a global holding company focused on providing products and services to energy and industrial customers since 2012. From 2012 to 2013, Mr. Campo Mejia served as non-executive director of Integra Group, an oilfield services company mainly active in Russia and served as its Chief Executive Officer from 2009 to 2012. Prior to 2009, he spent 28 years of his professional career at Schlumberger, in a multitude of senior management positions in different parts of the world. Mr. Campo Mejia served as the President of Latin America for Oilfield Services and President of Europe & Africa and was the President of Schlumberger's Integrated Project Management business responsible for worldwide operations in this service line. He graduated with a bachelor's degree in electronic engineering from Pontificia Universidad Javeriana in 1980.



YOUSEF AL NOWAIS
Independent Director

Independent Director - Yousef Al Nowais has served as an independent director since November 2019. He is the Chairman and Managing Director of Arab Development (ARDECO), a company he founded in his home city of Abu Dhabi, United Arab Emirates. ARDECO is a large, diversified business and a leading player in the oil and natural gas and petrochemical sectors. He also served as the Co-Chairman of Al Nowais Investments LLC, a leading investment company in Abu Dhabi with local and international holdings. Mr. Al Nowais has been Vice Chairman of Al Dhafra Insurance since 2013, and has been Chairman of Archirodon S.A., an international EPC contractor since 2023. Prior to founding ARDECO, Mr. Al Nowais joined Abu Dhabi National Oil Company (ADNOC) after graduating from the University of Arizona in 1979 and held several senior positions, including Finance Director and Managing Director of ADNOC's subsidiary, FERTIL. From 2007 to 2013, he served as Managing Director of Al Maabar International, a leading UAE organisation investing in real estate.



ANTHONY CHASE
Independent Director

Independent Director - Anthony (Tony) Chase has been an independent director since June 2024. He is Chairman and CEO of ChaseSource, LP a staffing, facilities management, and real estate development firm. Previously, Mr. Chase started and sold three ventures (Chase Radio Partners, Cricket Wireless and ChaseCom). Mr. Chase is also a principal owner of the Houston Airport Marriott at George Bush Intercontinental Airport and the Principal Auto Toyota dealership in greater Memphis, Tennessee. Mr. Chase serves on several non-profit boards in Houston. He also serves on the boards of Cullen/Frost Bankers, Inc. (NYSE: CFR), LyondellBasell Industries N.V. (NYSE: LYB) and Nabors Industries Ltd. (NYSE: NBR) and previously served on the board of Par-Pacific Holdings, Inc. (NYSE: PARR) until 2024. He is a Professor of Law Emeritus at the University of Houston Law Center.



LISA POLLINA
Independent Director

Independent Director - Lisa Pollina joined the **NESR** Board in May 2025. A senior business executive with extensive global banking and private equity experience, she has advised on over \$50 billion in corporate development transactions. She is Vice Chairman, Americas for SC Ventures by Standard Chartered, which builds and invests in breakthrough ventures in and beyond banking, and previously served as Vice Chairman of RBC Capital Markets and was the Global Financial Institution Executive at Bank of America Securities. Ms. Pollina currently serves on the boards of Munich RE (FRA: MUV2) for the Americas and the Atlantic Council of the United States, and is a member of the Council on Foreign Relations. She has previously served on the boards of publicly-traded and private companies, including Two Harbors Investment Corp (NYSE: TWO), Ritchie Brothers Auctioneers (NYSE: RBA), and Energy Recovery, Inc. (NASDAQ: ERIL). She holds a B.S. from Western Michigan University and an M.B.A. from Yale University.



MAEN RAZOUQI
Independent Director

Independent Director - Maen Razouqi joined the **NESR** Board in August 2026. He is the Group Managing Director of Razouqi Holding, a regional investment firm focused on seeding and scaling startups across energy, AI, digital technologies, talent management, hospitality, real estate, and customer experience, and was named one of Forbes' Top 100 MENA Leaders. From October 2021 to September 2023, he served as Chief Executive Officer of Kuwait Airways. Mr. Razouqi began his career with Schlumberger in 1998 as a Field Engineer in Texas, and over more than 26 years held senior operational and managerial roles across Africa, the Middle East, Europe, and Asia, including Managing Director of the Northern Middle East Region and Global Marketing & Technology Vice President for SLB's Reservoir Characterization Group in Paris. He holds a Civil Engineering degree from Arizona State University and a Diploma in Strategic Finance from IMD in Lausanne, and currently chairs Trans Sahara, Soul Artists, and Wasel, and is a Co-Founder and Director of AFKAR Energy.

* Current Board composition as of October 2026

* The Board members shown on this page reflect NESR's current Board composition as of the date of publication (October 2026)

Sustainable Development Goals

When **NESR** began its ESG journey in 2019, the lack of standardization across reporting frameworks was a real challenge. The Company identified the United Nations' 17 Sustainable Development Goals

as the clearest blueprint and a universal language that cut through that complexity and anchored our strategy to outcomes that matter. Six years on, that foundation has not changed.

As the National Champion of MENA, operating across 16 countries where energy security and human development are inseparable, **NESR's** business is not peripheral to the SDGs; it is central to them.

SUSTAINABLE DEVELOPMENT GOALS 17 GOALS TO TRANSFORM OUR WORLD



3 GOOD HEALTH AND WELL-BEING
Health and safety is a core value at NESR. We maintain a strong HSE culture, provide comprehensive wellbeing programs, and continuously work toward zero harm across all operations.



6 CLEAN WATER AND SANITATION
Water stewardship is a strategic priority. We develop and deploy technologies to recycle, treat, and valorise produced water, enabling responsible water reuse across our operations.



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Our NORI research hub, SPARK facility, and open technology platform drive innovation for the energy sector, with a focus on solving MENA's unique operational and environmental challenges.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION
We embrace circular economy principles through our Flare-to-Forest concept and NEDA technologies, turning operational waste streams, water, gas, heat, and minerals into recoverable resources.



15 LIFE ON LAND
We conduct biodiversity assessments before entering new operational areas and integrate ecological sensitivity into the design of our facilities, promoting responsible land use and restoration.



1 NO POVERTY
We create meaningful employment for local nationals across our operating countries, develop local supplier ecosystems, and drive economic inclusion through ICV and IKTVA programs.



4 QUALITY EDUCATION
We invest in local talent through academic partnerships, graduate programs, technical training, and skills development at our NORI facility and across our operations.



7 AFFORDABLE AND CLEAN ENERGY
Through solar electrification, LEED-certified facilities, and our NEDA segment, we work to reduce the carbon intensity of energy production across MENA.



10 REDUCED INEQUALITIES
We are an equal opportunity employer committed to fairness across all nationalities, genders, and backgrounds, ensuring opportunity is open to everyone in our organization.



13 CLIMATE ACTION
We track and report Scope 1 and Scope 2 GHG emissions and have initiated Scope 3 tracking, while advancing decarbonization technologies through NEDA to help customers reduce their climate footprint.



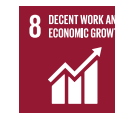
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Strong governance is the foundation of our business. We uphold the highest standards of ethics, transparency, and compliance across every operation and every relationship.



2 ZERO HUNGER
Through our NEDA segment, we are piloting technologies that convert oilfield produced water into freshwater suitable for agricultural use, exploring how energy operations can support food and water security in water-scarce MENA communities.



5 GENDER EQUALITY
Through our Women in NESR (WIN) program, we actively work to remove barriers and advance gender equity at all levels of the organization and across the energy sector.



8 DECENT WORK AND ECONOMIC GROWTH
We build a workforce rooted in local talent, fair labor practices, and equal opportunity. Our growth creates skilled jobs and lasting economic value in the communities where we operate.



11 SUSTAINABLE CITIES AND COMMUNITIES
Through our Community Involvement Teams active across all operating countries, we engage on health, education, and environmental issues that matter most to local communities.



14 LIFE BELOW WATER
We are committed to responsible chemical and water management, with strict protocols to prevent contamination of water bodies and a zero-tolerance approach to unplanned spills.



17 PARTNERSHIPS FOR THE GOALS
We actively build partnerships with governments, academia, technology providers, and local communities to advance shared sustainability goals across the MENA region and beyond.



ESG reporting is not a compliance exercise for **NESR**; it is how we hold ourselves accountable to the communities we operate in, the investors who trust us, and the planet we share. As **NESR** enters its seventh year of ESG reporting, our focus has shifted from building the foundation to deepening it, moving from disclosure to accountability, and from reporting to management.

As **NESR** grows across 16 countries and deepens its presence across the MENA energy value chain, the rigour and transparency of our reporting must grow with it. Our Board and executive management believe that ESG risk can materially impact the Company's ability to generate long-term sustainable value for shareholders, and that belief shapes every disclosure decision we make.

Our ESG strategy is informed by continuous engagement with the stakeholders who matter most to our business. This engagement takes multiple forms: community dialogue through our local presence across all operating countries, national development alignment through ICV and local content programs, supply chain engagement through our supplier ESG program, and ongoing participation in regional energy forums across MENA.

Together, these channels give us a continuous and practical view of the issues that matter most, and it is this stakeholder reality, not a desk-based exercise, that shapes our ESG priorities.

In 2025, we have aligned our disclosures around three frameworks that best reflect our business model, our investor base, and our listing obligations. We report with reference to the Global Reporting Initiative (GRI) Standards, which provide the backbone of our disclosure index. We apply the SASB Oil & Gas Services (EM-SV) standard to ensure our reporting is financially material and sector-specific. As a Nasdaq-listed company, we align with the Nasdaq Listing Center ESG reporting guidance, meeting the expectations of our primary exchange and institutional investor base.

Three milestones define our reporting progress in 2025. First, we have begun capturing Scope 3 greenhouse gas emissions for the first time, building the data foundation that will enable full value chain transparency in future reporting cycles, a commitment we signaled in last year's report. Second, we conducted our first-ever

supplier sustainability assessment, evaluating suppliers across environmental, social, and governance criteria across 18 countries, extending our accountability beyond our own operations and into our value chain. Third, we have strengthened our internal ESG data infrastructure, building the systems and processes needed to support more auditable disclosures as we move toward third-party verification in future reporting cycles.

With regard to non-quantifiable factors, we have made every effort to disclose the existence of appropriate policies, governance structures, and safeguards that demonstrate our commitment to operational integrity, responsible corporate citizenship, and long-term sustainability.

We report what we can measure, and we measure what we intend to manage.

ENVIRONMENTAL, SOCIAL, & GOVERNANCE COMMUNICATION

For all ESG inquiries, please contact:

esg@nesr.com

Enhancing Earth





CALL TO ACTION

NEDA (New Energy Dimensions & Applications) translates from Arabic as "Call to Action," representing NESR's commitment to advancing technologies that convert upstream waste streams into circular economies.

In its first full year of commercial operations, NEDA significantly expanded both its technology portfolio and its geographic deployment footprint. The segment spans four focus areas:

- Water & Mineral Impact
- Flare Management Solutions
- Emission Detection and Monitoring
- Heat Capture and Geothermal Impact

With field-validated case studies across the GCC and Iraq supporting commercial conversations at scale.

NEDA operates as an open-technology platform, bringing together specialized partners from within and beyond the energy sector to address upstream environmental challenges. Each technology is selected for its applicability to MENA operating conditions and its ability to convert a historically discarded waste stream produced water, flare gas, waste heat into a recoverable resource.

In 2025, the segment added new capabilities across flare management and produced water treatment while advancing its flagship integrated concept, Flare-to-Forest.

Key **NEDA** highlights from 2025 include:

- **GCC Direct Lithium Extraction (DLE) from Oilfield Water:** Flagship oilfield DLE project in the region, executed to produce battery-grade lithium carbonate, and featured by a key customer at the recent Future Minerals Forum in Riyadh, KSA.
- **Qube Continuous Emissions Monitoring:** Third prominent Qube pilot project in the region, with another key customer in a GCC country.
- **GCC Industrial Mineral Extraction from Seawater Plant:** First-of-its-kind Mineral Recovery Unit (MRU) deployed to recover high-purity industrial minerals and salt.



NEDA Partners:

LIQTECH



QUBE





NORI is a leading regional research and innovation Center built on an open platform concept for collaboration with international, regional, and local innovators. Located in Dhahran Techno Valley (DTV), Saudi Arabia, **NORI's** mission is to transform scientific research into applied innovations while promoting a thriving local economy and reducing the industry's carbon footprint.

The facility holds LEED certification, consuming approximately 20% less energy than comparable buildings in Saudi Arabia and sourcing up to 20% of its energy from renewables.

Key **NORI** highlights from **2025** include:

Close collaboration with Saudi Aramco geologists in 2025 during a core logging trial. The successful trial led to a major core logging work award in 2026.

This milestone demonstrates the value of establishing in-Kingdom capabilities in high-resolution core logging and advanced rock characterization, translating technical collaboration into commercial growth while strengthening local expertise and supporting reservoir evaluation.



Four Research Focus Areas:

■ **Decarbonization & Sustainability** - NORI's dedicated labs support NEDA project deployments for Saudi Aramco and expand NESR's technology portfolio across Water & Mineral Recovery, Flare & Methane Abatement, Heat Capture & Geothermal, and Emissions Detection.

■ **Unconventional & Conventional Reservoir Development** - Through NESR's minority stake in W.D. Von Gonten Engineering LLC, **NORI** houses a specialized rock lab evaluating cores for reservoir productivity enhancement and Carbon Capture and Storage projects, alongside proprietary processes developed jointly to enhance well performance in unconventional reservoirs.

■ **Innovative Chemistry** - **NORI's** chemical lab develops custom, sustainable fluid chemistry for production, drilling, cementing, and stimulation targeting critical issues including water control, lost circulation, zonal isolation, and unconventional reservoir fracturing.

■ **Operational Intelligence Lab** - The (OI) Lab combines Intelie's expertise with NESR's operational capability, offering INTELIE LIVE a complete operational AI platform that analyzes real-time data to optimize performance and minimize carbon footprint. The lab also provides a platform for local entrepreneurs to build on Intelie's library of over 80 solution applications.

Environmental stewardship at NESR operates on two levels: reducing our own operational footprint and bringing technologies to the fore that help our customers lower theirs across the energy value chain.

Internally, we continue to improve the depth and quality of our environmental data capture across emissions, energy, water, and waste. In 2025, we engaged third-party ESG consultants to evaluate and strengthen our environmental data collection processes, ensuring our disclosures reflect the true scope of our operations. As part of this commitment, **NESR** has begun capturing Scope 3 greenhouse gas emissions for the first time, building the data foundation that will enable a more complete picture of our total carbon footprint and support greater

stakeholder accountability in future reporting cycles. Scope 3 emissions encompass the indirect emissions across **NESR's** value chain both upstream activities such as our supply chain and procurement, and downstream activities such as the end-use of technologies and services we provide to operators.

For an oilfield services company operating across countries, these emissions often represent the most significant share of total carbon impact. By measuring what happens beyond our operational fence line, **NESR** takes a step toward the kind of whole-chain accountability that investors, customers, and regulators increasingly expect and that we believe is essential to operating responsibly in the energy transition.

Externally, our NEDA segment continues to represent a substantial market opportunity and a direct contribution to customer decarbonization. By advancing technologies across produced water Valorization, flare abatement, emissions monitoring, and heat recovery, **NESR** helps operators reduce the environmental intensity of upstream production, addressing what we consider the most actionable near-term opportunities in the MENA energy value chain.

We remain conscious of the risks presented by climate change, energy transition, and the general depletion of natural resources, and have aligned our business activities and overall strategy to generate sustainable shareholder value in the context of these risks.

GHG Emissions Performance Summary

Metric	Units	2025
Scope 1	MT CO ₂ e	245,965
Scope 2	MT CO ₂ e	1,987
Scope (1&2) Intensity (Revenue-based)	MT CO ₂ e / \$1M revenue	187.3
Scope (1&2) Intensity (Workforce-based)	MT CO ₂ e / Workforce	33.9

Scope 1		
Stationary Combustion	MT CO ₂ e	221,560
Mobile Combustion	MT CO ₂ e	24,405
Scope 2		
Purchased Electricity	MT CO ₂ e	1,987

Tracking emissions across all three scopes reflects our commitment to transparency and our recognition that meaningful Decarbonization requires a complete view of our carbon footprint, not just what happens within our fence line.

NESR's Scope 1 emissions increased approximately 8% in 2025, driven by continued geographic expansion across MENA and Asia Pacific a reflection of our growing operational footprint rather than a decline in efficiency standards. Scope 2 emissions declined for the third consecutive year, falling 11% in 2025. This reduction is directly attributable to renewable energy adoption at key operational bases, including the Habshan solar installation in the UAE and renewable energy integration at our NORI facility in Saudi Arabia.

NESR's combined Scope 1 and 2 emissions intensity on a revenue basis stood at 187.3 MT CO₂e per \$1M revenue in 2025, reflecting the company's rapid operational expansion across new geographies during this period. On a per-workforce basis, intensity improved from 35.1 to 33.9 MT CO₂e per person in 2025 a positive directional shift indicating that emissions are being managed effectively even as the workforce continues to grow.

In 2025, NESR has begun capturing Scope 3 greenhouse gas emissions for the first time measuring the indirect emissions that occur beyond our direct operational boundary,

both upstream through our supply chain and downstream through the services we deliver to operators. This marks the beginning of a more complete view of NESR's total carbon footprint, which we will build upon in future reporting cycles.



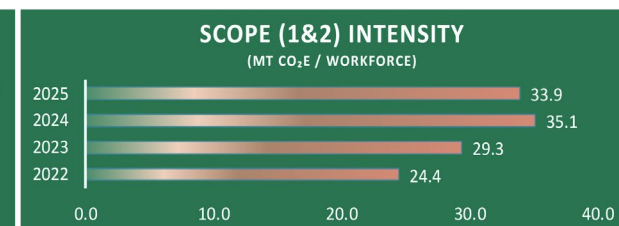
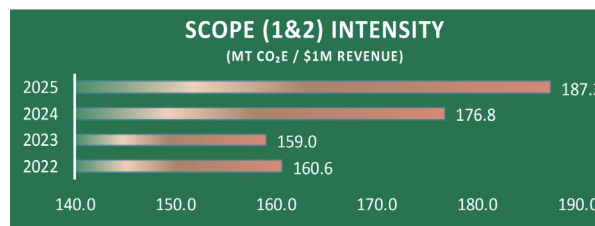
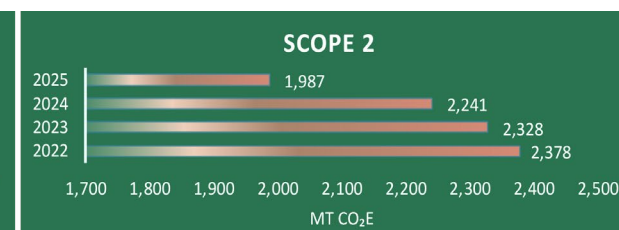
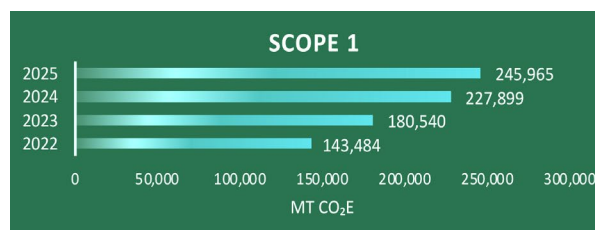
Solar-Hybrid Power at NESR Habshan Base Camp, Abu Dhabi

Case Study

In partnership with Enerwhere, NESR deployed a solar-diesel hybrid system at its Habshan Base Camp that delivered measurable results in 2025: 833 tonnes of CO₂ avoided, 317,000 liters of diesel saved, and 99.97% system uptime across the full year.

Solar energy now meets up to 38% of the base camp's total energy demand, reducing both emissions and fuel dependency without compromising operational continuity.

833 Tonnes	317,000 Litres	38%	99.97%
CO ₂ avoided	Diesel saved	Solar energy share	System uptime





Climate change represents both a systemic risk and a strategic inflection point for **NESR**. We approach this reality on two levels: managing the environmental footprint of our own operations and positioning our technology portfolio to help the energy industry Decarbonize at scale. Our climate-related risk assessment spans near- and long-term horizons, and informs both our internal operational decisions and our external growth strategy through NEDA.

NESR's climate risk exposure spans two dimensions. On the physical side, our operations span 16 countries across MENA, including Saudi Arabia, UAE, Oman, Kuwait, Iraq, Egypt, Algeria, and Libya, where rising temperatures, water scarcity, and increasing weather variability present direct operational risks to equipment performance, workforce safety, and resource availability. On the transition side, the accelerating decarbonization commitments of our largest customers, including national oil companies with formal net zero targets, are reshaping service demand in ways that reward providers who can reduce the environmental intensity of upstream production. **NESR** monitors both risk dimensions as part of its ongoing business planning.

The global energy system will continue to rely on oil and gas as a foundational resource for decades to come. The critical question is not whether hydrocarbons will be produced, but how they are produced and whether the industry can systematically reduce the emissions, waste, and environmental intensity embedded in upstream operations. **NESR's** business is built on answering that question.

As a company operating primarily across the MENA region, **NESR** is acutely aware that our key geographies are among the most exposed to the physical risks of climate change. Simultaneously, our major customers, national oil companies and international operators across the Gulf, are advancing their own decarbonization commitments under national net zero frameworks. This creates both urgency and opportunity: **NESR** is positioned at the intersection of operational continuity and the energy transition, making our response to climate risk not just an environmental obligation but a core business imperative.

In 2025, **NESR** has begun capturing Scope 3 greenhouse gas emissions for the first time, an important step toward understanding the full extent of our climate-related risks and responsibilities across the value chain. In a further demonstration of this commitment, **NESR** conducted its first-ever supplier sustainability assessment in 2025, evaluating key suppliers across environmental, social, and governance criteria. This marks a significant step in extending **NESR's** climate accountability beyond its own operations and into its value chain, ensuring that the standards **NESR** holds itself to are reflected in the partners it works with.

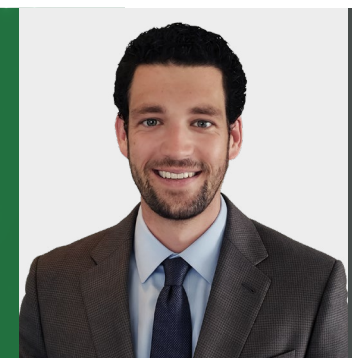
We do not believe that energy security and decarbonization are competing priorities. The companies that will define the next chapter of the energy industry are those that invest now in making production cleaner, more efficient, and more resource-conscious, and **NESR** intends to be among them.



We continue to advance technologies that unlock circularity in water and dissolved salts, particularly in critical and transition minerals, which have the potential to create an entirely parallel industry alongside the hydrocarbon production from our oil and gas reservoirs. Not only will these technologies mitigate the environmental impact of our sector operations, they will also support energy transition sectors that will be crucial to combating climate change.

Blake Gendron

VP OF INVESTOR RELATIONS & NEDA SEGMENT



Enhancing Earth

Energy Management

Energy management at **NESR** reflects the operational reality of a field-intensive oilfield services company: the majority of our energy consumption arises from fuel used across our mobile fleet, equipment, and generators deployed across active operations in MENA. In 2025, fuel (diesel and petrol) accounted for 99.3% of total energy consumed, with electricity comprising the remainder, a profile consistent with the nature of our business and the geographies in which we operate.

On electricity, **NESR** recorded a declining consumption trend between 2022 and 2024, reflecting efficiency gains across our facilities and bases. In 2025, consumption increased, driven by expanded operational activity across our growing footprint as **NESR** enters new geographies and scales existing operations, greater electricity demand is a natural

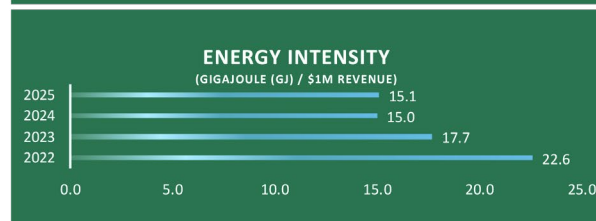
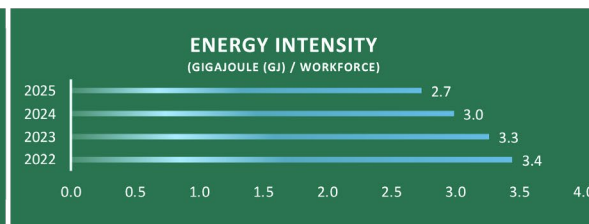
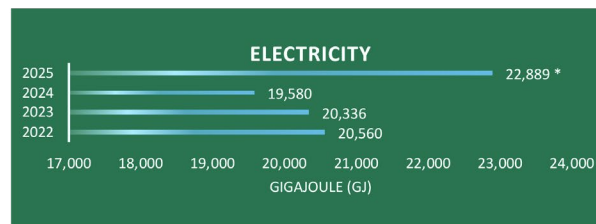
consequence of growth. Despite this increase, both revenue-based and workforce-based electricity intensity improved significantly between 2022 and 2025 by approximately 35% on a revenue basis and 21% on a per-employee basis confirming that **NESR** is growing more energy-efficient as a business even as its operational scale expands.

In 2025, **NESR** discloses renewable energy consumption for the first time. Representing 12.5% of total electricity consumed, this renewable sourcing spans two countries, the UAE and Saudi Arabia, marking the beginning of **NESR's** structured transition toward cleaner energy sourcing at key operational bases.

NESR's expanding infrastructure is being built with energy efficiency at the forefront. Our NORI facility in Dhahran Techno Valley, Saudi Arabia,

has been constructed to LEED certification standards designed to operate at significantly lower energy intensity than comparable buildings in the Kingdom.

Following the 2025 groundbreaking of SPARK at King Salman Energy Park, **NESR** will continue to apply the same LEED standards across its new energy infrastructure, embedding efficiency into the foundations of our growing operational footprint. Looking ahead, **NESR** is honored to be one of the inaugural founders of the Ahmadi Innovation Valley in Kuwait, a joint initiative with Kuwait Oil Company focused on technology innovation across upstream operations, sustainability, and unconventional resources, further deepening our long-term commitment to the region.



* 2025 figure includes both grid electricity and renewable electricity (solar). Prior years reflect grid electricity only.

Note: Energy intensity metrics are calculated using purchased grid electricity (non-renewable) only, excluding renewable electricity, across all reporting periods to ensure year-on-year comparability

Metric	Unit	2025
Fuel (Diesel + Petrol)	GJ	3,307,797
Grid Electricity	GJ	20,026
Renewable Electricity	GJ	2,863
Renewable Share of Electricity	%	12.5%
Total Energy Consumed	GJ	3,330,686
Energy Intensity	GJ/ \$1M revenue	2,515.6

Water Management

Water is one of the world's most valuable and scarce resources, and across the MENA region where **NESR** operates, it is among the most constrained. **NESR** manages its water footprint on two levels: operating responsibly within its own facilities and deploying advanced water treatment technologies through its NEDA segment to help clients treat, recycle, and reuse produced water at scale.

In 2025, third-party municipal and commercial suppliers were the single largest source of water withdrawal, representing approximately 48% of total water withdrawn, reflecting **NESR's** deliberate preference for managed supply over direct environmental extraction. All water discharge was managed in accordance with applicable local regulatory requirements.

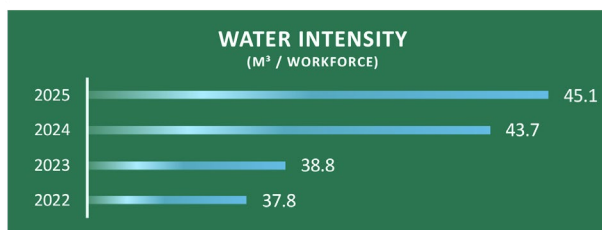
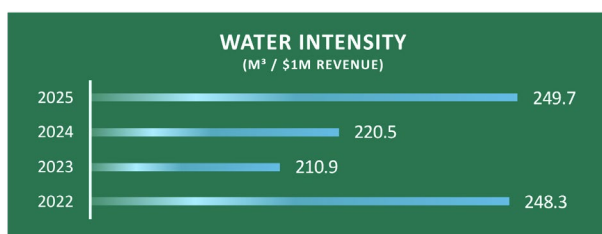
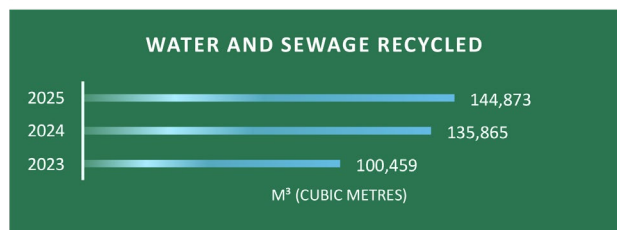
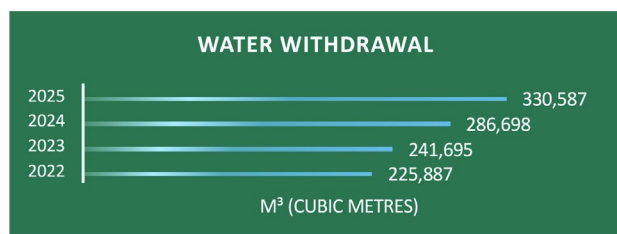
Water intensity increased in 2025 alongside operational expansion into new geographies, with revenue-based intensity rising to 249.7 M³ per \$1M revenue and workforce-based intensity at 45.1 M³ per workforce. Reducing water intensity across both dimensions remains a focus area as **NESR** builds out its water data infrastructure across an expanding operational footprint.

Water Treatment Through NEDA

NESR's NEDA segment offers a portfolio of produced water recycling and mineral recovery technologies under the **NESR ZMLD** (Zero/Minimal Liquid Discharge) brand spanning zero liquid discharge desalination, chemical-free heavy metals removal, membrane-based produced

water treatment, and full mineral recovery from water streams.

In 2025, **NESR** executed the region's flagship Direct Lithium Extraction (DLE) pilot from oilfield water in the GCC, producing battery-grade lithium carbonate from produced water streams featured at the Future Minerals Forum in Riyadh. In Q4 2025, **NESR** commissioned a Mineral Recovery Unit (MRU) at a seawater plant, enabling high-purity industrial salt recovery. Together, these innovations position **NESR** as a critical enabler of the circular water economy across the MENA energy sector.



A **NESR** Initiative

It Starts with Us

In December 2025, **NESR** became the first oilfield services company to commission original artwork created using desalinated produced water treated through NEDA technologies.

Unveiled in Dubai in collaboration with contemporary artist Jenna Bitar, the *"It Starts with Us"* initiative demonstrates how industrial byproducts can be reimaged responsibly and how sustainability, when embedded into operations, can inspire beyond the oilfield.

"Innovation doesn't have to live in silos."

Sherif Foda, CEO, **NESR**

NESR views waste management not as a compliance obligation, but as a direct reflection of how seriously the Company takes its environmental responsibilities. Across all operations, **NESR** applies a clear priority: reduce at source, reuse wherever possible, recover what can be recycled, and ensure that whatever requires disposal is handled through audited, licensed service providers. Since 2020, **NESR** has tracked waste by type, volume, and final destination, building the data foundation needed to understand its waste footprint, identify reduction opportunities, and address regulatory risk proactively. The 2025 reporting cycle marks a further step in that journey, with more granular visibility across hazardous streams and disposal routes than in any prior year.

In 2025, **NESR** generated 31,323 metric tons of waste, comprising 22,149 metric tons of hazardous waste and 9,174 metric tons of non-hazardous waste. Hazardous waste volumes reflect the scale of equipment cleaning and maintenance activity across **NESR's** operations, consistent with the nature of field-intensive oilfield services. Waste intensity on a revenue basis improved by 14%, from 27.4 to 23.7 metric tons per \$1M revenue, and from 5.1 to 4.3 metric tons per workforce member, confirming that **NESR** is generating less waste per unit of economic output even as the business scales.

2025	Hazardous waste generated	Non-hazardous waste generated	Waste recycled	Waste incinerated	Waste to landfill
Metric tons	22,149	9,174	8,036	19	23,269

Metric	Units	2023	2024	2025
Waste Intensity	Metric tons / \$1M revenue	27.4	27.8	23.7
Waste Intensity	Metric tons / Workforce	5.1	5.5	4.3

Hazardous Waste

The majority of **NESR's** hazardous waste originates from equipment cleaning operations, an inherent characteristic of oilfield services activity. All hazardous streams are managed through licensed contractors under applicable regulatory requirements, ensuring safe and compliant disposal at every stage.

Category	Share
Oil Mixed Water (Equipment Cleaning Water)	78.9%
Chemicals	20.8%
Other Hazardous	0.3%

Non-Hazardous Waste

Non-hazardous waste across **NESR's** operations spans a range of material types, from general site waste to materials such as metal, wood, plastic, and paper.

Category	Share
General Waste / Garbage	97%
Metal Waste	2.3%
Wood	0.3%
Plastic	0.2%
Paper	0.2%

Waste Disposal

How waste is disposed of is as important as how much is generated. **NESR** directs its waste streams toward disposal routes that minimize environmental impact.

In 2025, **NESR** disposed of waste across three routes:

Category	Share
Recycling	25.7%
Landfill	74.3%
Combustion	0.05%

NESR remains committed to expanding certified disposal and recycling partnerships across all operating geographies, ensuring that waste generated across our growing footprint is managed through the most responsible and compliant routes available.

As our operational presence deepens in newer markets, building local waste management infrastructure and contractor networks remains a key priority for the years ahead.

Chemical Transparency

During the design and development phase of fracturing, all chemical additives are selected based on minimizing environmental impact and regulatory acceptance in the operating companies and countries where we operate. These chemical formulations are also designed to be safe for the individuals who are handling them, from the manufacturing plant to the final oilfield application.

Metric	Units	2022	2023	2024	2025
Volume of Hydraulic Fracturing Fluid Used	M³	1,446,146	2,213,576	3,807,834	3,235,357
Frac Additives Percentage (%)	Percentage	0.35	0.28	0.28	0.276

Environmental Releases

Each **NESR** site is equipped with appropriate emergency control and spill prevention plans. As part of **NESR's** process safety procedures, barriers are crucial to reducing the risk of uncontrolled release of formation fluids. **NESR** has a portfolio of cementing technologies and logging tools for ensuring and evaluating well integrity. Zonal isolation is created and maintained in the wellbore through the cementing process. Cement supports and protects well casings and helps prevent fluids in one zone from mixing with fluids in another zone. The cement systems help establish zonal isolation work in a variety of reservoir conditions and remain in place throughout the life of the well.

To prevent unplanned discharges, **NESR** tests the integrity of service equipment regularly. Regularly scheduled inspections, evaluations, and testing of bulk storage containers by qualified personnel are critical parts of discharge prevention. Our inspection and testing programs involve an external visual inspection along with extensive testing and examination to evaluate container

In UAE, we are currently evaluating the use of implementing NEDA water technologies, to potentially recycle flowback water and treat the water to quality levels at which frac chemistry additives could be minimized to achieve optimal performance.

Not only would this technical breakthrough vastly improve the water stewardship profile of the operation, but would also lower the cost and environmental risk associated with higher chemical demand for the stimulation fluid.



integrity. These inspections are site-specific, and they meet or exceed industry standards.

NESR has deployed an automatic fuel system in its fracturing operations which consists of a closed system that supplies diesel to the fracturing fleet. This system can fuel all the equipment in a large fleet simultaneously, eliminating spills, hazards for the fracturing crew, and overfill risk. In addition to the environmental impact, the automatic fuel system improves the efficiency of the fracturing operation and reduces nonproductive time. **NESR** also establishes secondary containment as part of protection measures for primary storage.

Metric	Units	2024	2025
Spills > 1 bbl	Barrels	0	0
Volume of spills	Liters	1,900	800

NESR operates across diverse geographies and recognizes that responsible land and ecosystem stewardship is integral to our environmental mandate. We are committed to identifying, managing, and protecting biodiversity, including the flora, fauna, and ecosystems present in areas where we operate.

Before commencing operations, we study the ecosystems in our operational footprint to understand potential impacts on lands, water, and biodiversity. This informs how we design, locate, and manage our facilities to minimize adverse effects on the natural environment.

NESR's commitment to biodiversity extends beyond policy it is reflected in the actions of our people across geographies. In 2025, one such initiative was the Tree & Flower Planting Day at NESR's Qatif Base in Saudi Arabia, where employees came together to plant trees and flowers, fostering environmental awareness and a shared sense of stewardship at the local level.



We are committed to protecting biodiversity through:

Locate, design, and manage responsibly - Managing our facilities to minimize adverse impacts on flora, fauna, ecosystems, and conservation areas.

Assess before acquiring - Conducting biodiversity risk assessments as part of due diligence when acquiring new properties or entering new operational areas.

Avoid sensitive areas - Steering clear of environmentally sensitive zones and reducing the need for land clearance as far as reasonably practicable, particularly in areas bordering deserts.

Minimize impact across all operations - Actively reducing environmental disturbance and impact across the full scope of NESR's activities.

Restore where possible - Facilitating the restoration of land areas impacted by NESR's activities wherever practicable.

Build awareness - Promoting best practices for biodiversity conservation and protection among employees and contractors across all operations.

Enhancing Earth

Environmental Compliance

NESR's approach to environmental compliance is built on continuous investment in technology, partnerships, and management systems that drive operational performance and uphold our environmental responsibilities.

We work in close consultation with our clients and communities to ensure our activities are responsive to stakeholder needs and targeted toward meaningful outcomes. Our environmental management systems have supported consistent performance improvement and in 2025, **NESR** recorded zero environmental violations across all operations.

NESR's operations are conducted in alignment with internationally recognized certification programs, including:

Standard	Scope
ISO 9001	Quality management
ISO 14001	Environmental management
ISO 45001 / OHSAS 18001	Health and safety management
API Q1 & API Q2	Oilfield equipment and service quality

NESR's integrated HSE management system is aligned with ISO 9001/14001/45001. The majority of our operating countries are ISO 14001 certified by external certification bodies, and many of our entities additionally hold ISO 9001/45001, OHSAS 18001, and API Q1/Q2 certifications.

NESR communicates its HSE philosophy to all employees, customers, contractors, and third parties associated with our business. Each **NESR** entity is required to provide evidence of conformance to the relevant management system.



Prosperity for People



Human Capital Development

We believe that treating employees fairly, safeguarding their health, safety, and general wellbeing, and investing in their training and skills development can create a positive and productive work environment.

We also strive to align our employees' sense of personal growth and satisfaction with the success of the Company. We share our Company's success with our employees through potential employee stock ownership to empower and financially benefit our employees.



Employee Relations

Our Code of Conduct ensures understanding, mutual respect, and cooperation form the basis of relationships within our Company. We maintain gender pay parity and reward top performers who meet their functional and shared sustainability targets. We promote diversity in all its forms and inclusion in our workplace, and we maintain a corporate culture that rewards based on merit and is open to innovative ideas and diverse perspectives. We foster self-actualization and growth, which allows us to maintain a low level of turnover and attract top talent in the market.

We believe that when we treat our employees with dignity and fairness, retention of high-performing employees will ensure more durable **NESR** success, and augment succession planning and the ability to confer skills and knowledge over the longer term. Investments in human capital and fostering an empowering work environment lead to higher productivity and lower turnover. We ensure that all our employees work in a safe environment where they feel valued and protected.

Union Relations

We are committed to conducting business with the highest level of integrity and abiding by all relevant policies and the laws and regulations governing our operations worldwide. Our commitment includes compliance with international labor and workplace laws and standards concerning freedom of association.

Our human rights and our labor policies aim to preserve a healthy balance of power between corporate management and employees and maintain fair working conditions.

Our employees are free to associate with, form, or join unions to collectively bargain for the terms of their employment as permitted by the governing laws and regulations of the jurisdictions in which they operate. We support respectful and constructive relations between our Company and labor unions, to protect the rights of all constituents.

Harassment

NESR is committed to promoting and ensuring a work environment that is safe, empowering and free of harassment. Our employees are entitled to be treated with respect and dignity in a work environment that is free of all types of harassment, including offensive behavior, unwelcome comments (written or spoken), acts or conduct that violate an individual's dignity, and/or create an intimidating, hostile, degrading, humiliating or offensive environment.

Employees may report concerns to their Managers, upper management, their designated Human Resources contact, or directly to ethics@nesr.com.

Discrimination

We are committed to providing equal employment opportunities and comply with all applicable immigration and employment labor laws. We work in a company where employees of many nationalities, diverse skills and backgrounds collaborate to achieve common goals. We embrace uniqueness and strive to ensure that differences are appreciated, celebrated, and respected.

We are dedicated to fostering an engaging, empowering, safe and responsible corporate culture, not only because it is the right thing to do,



but because the diversity of our workforce and the inclusiveness of our culture strengthen our long-term competitiveness and sustainability. Therefore, we ensure that no decisions are made based on race, color, religion, sex, disability, marital status, military or veteran status, citizenship, or any other characteristic or class protected by the laws or regulations in the locations where we operate.

We administer our personnel policies, programs, and practices in a nondiscriminatory manner in all aspects of the employment relationship, including recruitment, hiring, work assignment, promotion, transfer, termination, wage and salary administration, and selection for training. Managers and supervisors are responsible for implementing and administering this policy, maintaining a work environment free from

Substance Abuse

We are committed to a safe, healthy, productive, and a substance abuse-free workplace for all employees. Alcohol, drugs, inhalants or any other form of substance abuse that will or has the potential to impair our employees' ability to perform properly, and adversely affects safety, efficiency and productivity of other employees is prohibited.

Likewise, the misuse of over the counter or prescription drugs, or the use, possession, distribution, or sale of illicit or un-prescribed controlled drugs on Company business or premises, is strictly prohibited and is grounds for termination of employment. Possession, use, distribution, or sale of alcoholic beverages on worksites is also not allowed.



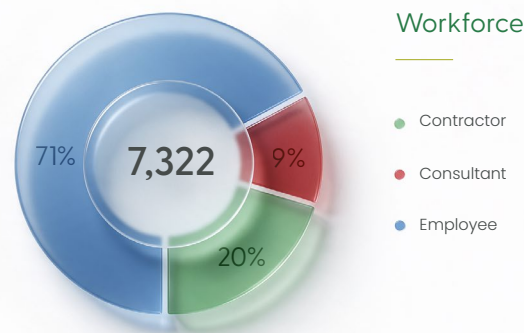
unlawful discrimination, and promptly identifying and resolving issues related to equal employment opportunities. Individuals who believe they have observed or been subjected to prohibited discrimination are required to immediately report incidents to their Managers, upper management, their designated Human Resources contact or at ethics@nesr.com.

Diversity Equity, and Inclusion

Diversity and Inclusion have been core values of **NESR** since the Company was created. We operate in more than 16 countries and employ 7,322 men and women comprising 70 different nationalities. We work across cultures, language barriers, different time zones, and differences in race, gender, age, nationality, language, ability, personality, and religious beliefs. We are united in our shared values, common objectives, and the conviction that our diversity fosters creativity, innovation, tolerance, and respect in our workplace. Our diversity is a reflection of the diversity of our clients, suppliers, and the communities in which we live and work.

We know that diversity does not automatically lead to inclusion. We embrace uniqueness and ensure that differences are appreciated, celebrated, and respected. We believe that everyone has the right to be heard and treated with fairness, dignity, and respect. We are dedicated to fostering an engaging, empowering, and safe corporate culture not only because it is the right thing to do, but because the diversity of our workforce and the inclusiveness of our culture strengthen our long-term competitiveness and sustainability.

In 2025, **NESR's** workforce of 7,322 people spanned 70 nationalities across 16 countries of operation, comprising permanent employees, consultants, and contractors who together deliver **NESR's** full range of services.



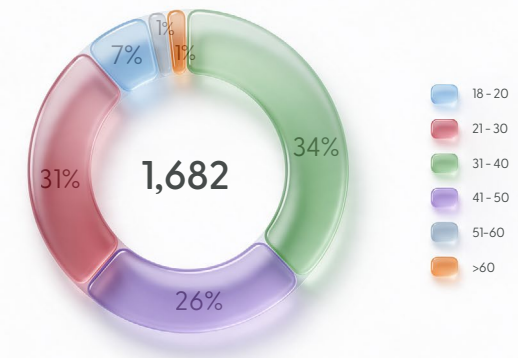
NESR's commitment to local talent runs across every level of the organization. In the majority of its countries of operation, more than three-quarters of the workforce is made up of nationals of that country, a reflection of **NESR's**

belief that building local capability is as important as delivering operational excellence. At the senior management level, half of all leadership positions are held by local hires, ensuring that the people making key decisions are deeply rooted in the regions they serve.

Indicator	2025
Countries of operation with >75% national workforce	66.5%
Senior management positions held by local hires	50%

NESR's 2025 hiring spanned every age cohort, with two-thirds of new joiners falling in the 21-40 range. This reflects a deliberate mix, bringing in early-career talent while continuing to recruit experienced professionals who carry operational depth built across the industry.

New Hires by Age Band



NESR's hiring in 2025 reflects its deep operational roots across MENA. Saudi Arabia, Oman, and Algeria, three of the region's most strategically significant energy markets, collectively drove the majority of recruitment activity, demonstrating **NESR's** commitment to building local workforces in the communities where it operates. Together, the top five hiring countries represented more than four-fifths of total recruitment in 2025, reinforcing **NESR's** identity as a company that grows from within the region it serves.

Diversity, Equity, and Inclusion

Top 5 Countries by New Hires

Country	% of Total Hires
Saudi Arabia	39.2%
Oman	18.3%
Algeria	8.8%
UAE - Abu Dhabi	8.4%
Kuwait	7.6%

NESR's overall employee turnover rate in 2025 stood at 13.5%. The Company recognizes workforce retention as a priority and continues to invest in structured development programs and competitive compensation to strengthen employee engagement.

Category	Turnover Rate
Overall	13.5%

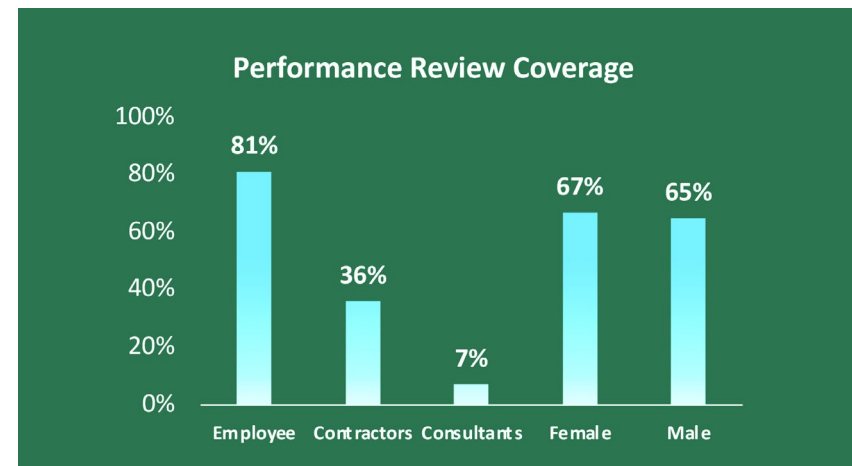


Equal Opportunities

NESR is proud to be an equal opportunity employer. All qualified applicants receive consideration for employment without regard to race, color, sex, disability, marital status, military or veteran status, citizenship, or any other class or characteristic protected by the laws or regulations in the locations where we operate.

Applicants and employees requiring assistance or reasonable accommodation due to a disability receive consideration and support. We strive to attract and retain exceptional talent through our commitment to fair hiring, training, development, and career advancement practices.

In 2025, formal performance and development reviews were administered consistently across NESR's workforce, with female and male employees participating at comparable rates. This parity in access to structured feedback and career development reflects a workplace where professional growth pathways are equally open to all.



NESR operates in a sector where women's entry into the workforce remains a relatively recent development across MENA. We recognize the structural barriers that exist in recruitment pipelines, field-based career pathways, and senior leadership progression, and we are committed to addressing them systematically.

NESR addresses these barriers through targeted recruitment in STEM disciplines and development pathways designed to move female talent from technical roles into leadership. The results are beginning to show across multiple geographies, with female representation growing year-on-year in key markets.

Indicator	2025
Female share of total workforce	5.2%
Female share of new hires	9.1%
Women in management (Grade 13+)	6.0%
Women in STEM roles	9.6%



NESR female workforce grew by more than 15% in 2025, with female headcount rising from 329 to 379. At the hiring level, female employees represented 9.1% of all new joiners during the year. In technical and STEM-classified roles, women now account for close to one in ten employees in meaningful positions in functions that have long been male-dominated across the oilfield services sector. At the management level, women hold seats in NESR's Grade 13 and above cohort, with representation continuing to build through targeted development support.

This growth is not concentrated in one market; it is visible across multiple geographies, with the UAE, Saudi Arabia, and Kuwait each recording double-digit increases in female representation. The momentum reflects NESR's sustained focus on building a more gender-balanced workforce in an industry where that balance has historically been difficult to achieve.

■ In **2025**, the total population of women in NESR increased by **15%**

■ **Saudi Arabia's** total number of female employees increased by **23%**

■ **Kuwait's** total number of female employees increased by **13%**

■ **Abu Dhabi's** total number of female employees increased by **32%**

■ **Oman's** total number of female employees increased by **11%**

0% 25% 50% 75% 100%



Women in NESR

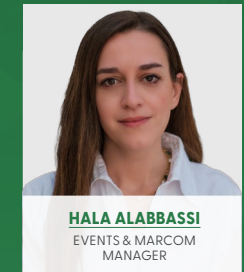
At NESR, we believe diverse teams build better outcomes. **Women in NESR (WIN)** is our commitment in action an employee-led movement that champions inclusion, amplifies female voices, and creates real pathways for women to lead across our operations.

We are committed to the equal participation of both men and women in NESR's success in the field, in the office, and in the boardroom.



15.2%	9.6%	6%
Growth in female headcount YoY	Women in STEM roles	Women in management

WIN Steering Committee



Women In NESR (WIN)

Launched in 2020, **WIN** is an employee-driven affinity group that supports NESR's gender diversity agenda by raising awareness, strengthening peer networks across our 16 countries of operation, and enhancing employee engagement. **WIN** operates through a dedicated Steering Committee aligned with NESR's broader DEI objectives.

WIN's focus areas span mentorship and peer learning, visibility campaigns, and cross-functional dialogue that bridges geographies and disciplines. Through targeted awareness initiatives, **WIN** works to reduce barriers women face in technical and field-based roles building a culture where female professionals can grow, lead, and thrive.

Training and Development

At NESR, our people are our most critical asset, and their development is a continuous commitment, not a periodic exercise. The quality of service we deliver in the field is directly tied to the depth of knowledge and capability our workforce brings to every job. We invest in training across all levels and functions, ensuring that learning keeps pace with the evolving demands of our operations and our clients.

Our training ecosystem spans technical skills, compliance, safety, and leadership development. Employees access programs through classroom instruction, e-learning platforms, live simulations at our learning centers, on-the-job coaching, and peer-led group sessions, making development accessible regardless of role or geography.



2025 Training in Numbers

8,950

- Hours spent on training

1,993

local suppliers

18,296

- Hours of technical training for

620

Employees

6,547

- Employees completed

13,098

hours of Code of Conduct training

3,372

- Employees received

3,157

hours of cybersecurity trainings

216,782

- Hours of HSE training delivered

For a company operating across 16 countries and delivering highly technical energy services in some of the world's most demanding environments, health and safety is not a compliance checkbox; it is the foundation on which every single operation is built. The equipment we run, the wells we service, and the fields we operate in carry inherent risk. NESR's response to that reality is a culture where safety is non-negotiable at every level, in every country, on every job.

Our approach is rooted in a simple but unwavering conviction, no task is urgent enough to compromise the safety of the people performing it. This principle is not confined to policy documents; it is lived on location. Every employee, regardless of seniority or function, holds both the authority and the personal responsibility to stop any work activity the moment they identify an unsafe act or condition. No reprisal. No pressure. No exceptions.

Our aim is to become the region's leader in health and safety not by meeting the minimum bar, but by setting it.



Our Commitment:

We demonstrate our health and safety commitment by:

- **Performance Monitoring** - Establishing measurable safety objectives that are tracked as part of business performance, with continuous improvement embedded into how we operate rather than treated as a separate function
- **Risk Management** - Pro-actively identifying, assessing, and managing environmental and operational risks, including those arising from climate change and evolving regulatory landscapes
- **Safety Culture** - Cultivating a safety-first mindset across all levels of the organization, recognizing and rewarding teams and individuals who demonstrate exemplary safety behavior
- **Incident Reporting** - Maintaining a strong near-miss reporting culture and conducting thorough investigations of every incident, because understanding what almost went wrong is as important as responding to what did
- **Workforce Training** - Building safety capability through structured training programmes that ensure our workforce can recognize hazards and apply prevention measures in real-world field conditions
- **Stakeholder Communication** - Keeping all stakeholders - employees, contractors, clients, and regulators - informed of our safety standards, performance, and expectations
- **Workforce Protection** - Ensuring the physical security and well-being of every member of our workforce, at every site, at all times
- **Standards Compliance** - Meeting or exceeding international, national, and client-specific safety and health standards wherever we operate
- **Environmental Responsibility** - Factoring environmental stewardship into every operational decision, with carbon footprint reduction as part of how we plan and deliver work
- **Service Design** - Integrating health and safety considerations into the design, engineering, and deployment of every service we provide
- **Emergency Preparedness** - Maintaining live emergency response and crisis management plans that are regularly drilled and updated across all operating locations

Safety Performance

NESR's commitment to HSE is contained within our Code of Conduct, which also details the Company's expectations and regulatory compliance requirements for all **NESR** employees, business partners, suppliers, and contractors. We comply with the most stringent of the legal, international, national, customer, and other applicable safety standards and requirements wherever we do business.

HSE is a fundamental element in all our business activities and an integral part of service delivery workflows from all levels of employees and

contractors. Our management communicates our safety philosophy to all employees, customers, contractors, and third parties associated with our business by walking through the key rules and providing the relevant materials.

We do not engage any employee or contractor without evidence of safety program compliance, and we conduct safety leadership courses across our operations for line managers and field supervisors.



Safety Performance Data

All our employees and contractors are not only encouraged but expected, to intervene or stop work without fear of reprisal if they observe any unsafe action or condition at the worksite or have concerns regarding the HSE controls in place.



Metric	Units	2022	2023	2024	2025
Total Recordable Injury Frequency Rate (TRIR)	Per million manhours	1.3	1.11	0.77	0.92
Total Lost Time Injury Frequency Rate (LTIFR)	Per million manhours	0.47	0.39	0.31	0.29
Fatalities					
Employees	Number	0	1	0	1
Contractors	Number	1	0	0	0
Company Total	Number	1	1	0	1
Automotive Accident Rate (AAR)	Per million kilometers	0.32	0.23	0.18	0.17

To ensure proper compliance with our HSE policy and objectives, NESR conducted **4,908** HSE audits in **2025**, covering:

- HSE management system verification
- HSE site compliance verification
- HSE plan verification
- Process HSE verification

Compliance at **NESR** is not a destination; it is an ongoing discipline. We continuously invest in technology and build partnerships that strengthen both our operational performance and our environmental management, always in close consultation with clients and local communities to ensure our efforts address the needs that matter most on the ground. In 2025, this approach delivered zero environmental violations across all of **NESR's** operations.

Our operations are conducted under a rigorous suite of internationally recognized certifications. The **NESR** integrated HSE management system is aligned with ISO 9001/14001/45001, and most of our operating countries hold independent ISO 14001 certification from external bodies. Many entities go further, carrying additional credentials including OHSAS 18001 and API Q1 and Q2, reflecting a commitment to standards that consistently meets or exceeds what clients and regulators require.



We communicate our HSE philosophy to all employees, customers, contractors, and third parties associated with our business, and each NESR organization is required to provide evidence of conformance to the relevant system.



Beyond systems and certifications, **NESR** places equal emphasis on building HSE capability at the individual level. HSE training hours have grown consistently year-on-year, reflecting a deliberate effort to embed safety awareness across the workforce.

YEAR	Total Headcount	Total HSE Training Hours	HSE Training Hours per Employee
2022	5,968	127,118	21.3
2023	6,231	190,656	30.6
2024	6,439	202,965	31.5
2025	6,718	216,782	32.3

Safety Compliance

Our operations are conducted under industry-standard certification programs, including those for quality management (ISO 9001), environmental management (ISO 14001), and health and safety management (ISO 45001 or OHSAS 18001).

NESR's integrated HSE management system is aligned with ISO 9001/14001/45001. Operations in most of the countries where we do business are ISO 45001 or OHSAS 18001 certified by external certification bodies



Driving Safety



We promote a safe work environment. Since driving-related incidents are one of the key causes of injuries and fatalities in our industry, all those whose jobs involve driving are required to comply with safe-driving requirements. In addition, our employees are expected to follow all Company driving safety regulations while driving their own vehicles.

We vigorously promote safe driving behaviors, strictly monitor and track compliance with safe driving guidelines in real time through our monitoring centers, and offer our drivers support and training to reduce risk of accidents and address non-conformance with our journey

management protocols. We analyze our drivers and effectively engage with them to improve their driving performance and highlight areas of improvement. Our aim is to identify areas of risk to address them swiftly and effectively.

In 2025, we continued to focus on improving our driving safety performance to reduce road accidents and improve the safety of our operations in compliance with our driving policy.

Driving Safety

■ **Driver Training:** NESR requires that all drivers maintain a valid driver's license according to local regulations. Transportation rental vehicle drivers must attend driving training and pass a practical evaluation prior to driving for the Company. We expect and encourage all passengers of vehicles assigned to NESR operations as part of their job duties to ensure that Company drivers abide by our safety principles. Any violation or unsafe behavior is sufficient cause to stop the trip and report to management.

■ **Journey Management:** To minimize driving risks, each NESR business unit has a Journey Management Plan that has management's approval. The plan includes specifics on fatigue management, night driving, speed limits, traffic laws, and customers' procedures. We prohibit the use of personal vehicles for Company operational field trips.

■ **Pre-trip Vehicle Inspection and Load Securement:** We hold all NESR drivers responsible for their pre-trip vehicle inspections. They are obligated to secure their load in a safe and lawful manner according to our manuals and procedures.

In **2025**, 7% of the lost time injury (LTI's) were associated with land transport.

We conduct commentary drives on an annual basis to improve our drivers' performance. Best drivers are recognized and rewarded monthly to encourage safe driving and better performance.

In **2025**, the Company continued the field testing of its integrated and AI driven journey management solution in Oman. This provides immediate feedback to the drivers after each trip and automates the journey management.

■ **Seat Belts:** All occupants of NESR cars, including the driver of any vehicle, are obligated wear a seat belt at all times while driving.

■ **Mobile Phones:** The use of mobile phones and hands-free devices is prohibited while the vehicle is in motion for any NESR related business purpose.

■ **Substance Abuse and Smoking:** NESR drivers are prohibited from driving under the influence of alcohol, drugs or any other prescribed medications that could impair their performance. Smoking is not allowed in any NESR vehicle.

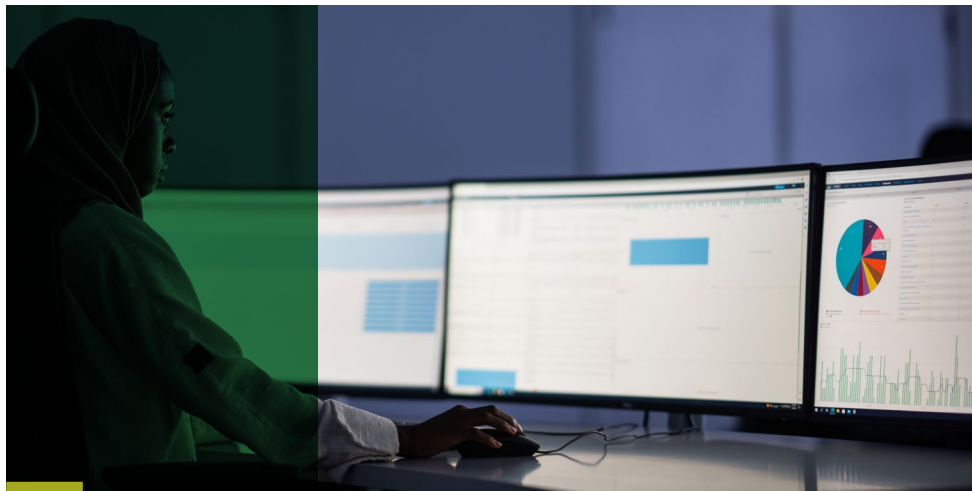
■ **Driver Performance Monitoring:** Each NESR vehicle and established contractor or long-term rental vehicle has an in-vehicle monitoring system installed to collect information and use it to proactively manage and improve driving safety.



Technology-Enabled Safety

NESR's HSE program is supported by Deep Vision, an RFID-based employee safety and tracking system deployed across field sites. Each employee is issued an RFID-enabled ID card that records personal details alongside training and certification status.

RFID posts installed on site establish a geo-fenced work perimeter that provides a real-time headcount for emergency response, triggers an alarm when an employee enters a restricted (red) zone, and flags expired training or certifications upon site entry.



In parallel, NESR is developing machine learning (ML) and AI-driven agents to further improve operational reliability and efficiency.

Once fully operational, these are expected to support additional reductions in fuel consumption and associated CO₂ emissions.

At NESR, employee wellbeing is not an afterthought; it is embedded in how we operate every day. We believe that a workforce performing at its best is one that feels supported in every dimension of health: physically, mentally, and emotionally. Sustainable performance begins with people who feel well.

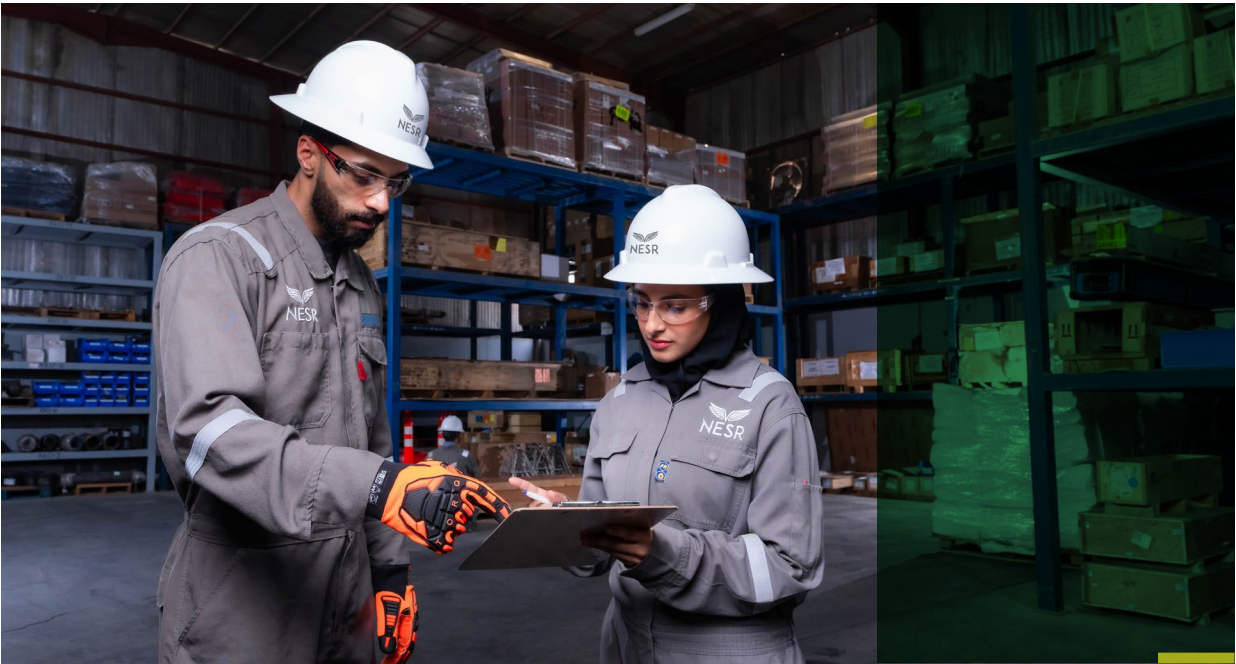
We take a holistic approach to wellbeing, recognizing that true balance encompasses mental health alongside physical health. To that end, we have continued to offer stress management training across our operations, equipping employees with practical tools to manage the demands of a high-performance working environment.

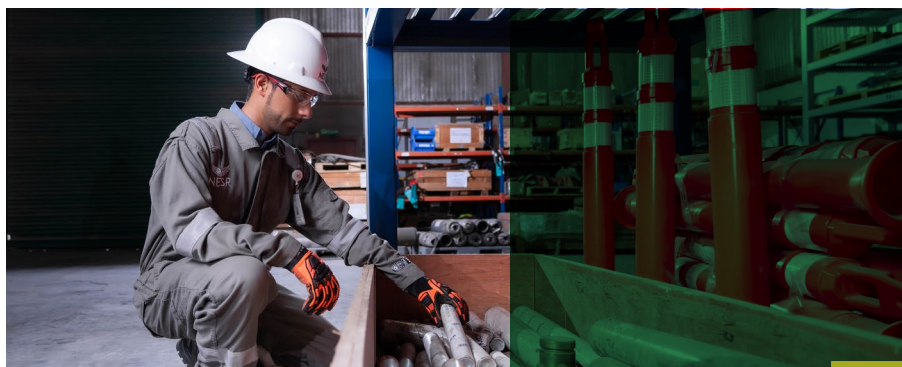
Our wellbeing efforts are further supported through our wider learning and development programs, which span a broad range of professional and personal development topics. In 2025, NESR delivered 38,500 hours of this training across its global workforce, in addition to its dedicated HSE training, reflecting a sustained commitment to employee growth and long-

Metric	Units	2025
Total Training Hours	Hours	38,500

term wellbeing. Regular health campaigns and awareness sessions extend these efforts beyond the workplace, engaging employees and their families in building healthier lifestyles.

By addressing wellbeing at the individual and family level, we aim to reduce the incidence of workplace-related illness and foster a workforce that is resilient and energized.





One of **NESR's** business fundamentals is to deliver products and services that meet or exceed our customers' expectations and objectives while complying with legal, international, national, and customer standards and requirements. We promote a model of operational integrity where employees and contractors act honorably and responsibly, and we leverage that integrity to produce the highest quality of service for our customers by focusing on delivering best-in-class operational processes.

A key measure used by the Company to track the service quality performance is the non-productive time rate. Any reduction in the nonproductive time reflects operations being conducted more efficiently, which may ultimately result in reduced emissions by both **NESR** and our clients.

Metric	Units	2022	2023	2024	2025
Non-productive Time Rate (NPTR)	Percentage	2.76	1.86	2.21	1.63

We also use checklists to further improve operational reliability and efficiency. Checklists are visual or oral aids that help crew members overcome the limitations of short-term memory to perform action or verification items without referencing a manual. These checklists are kept as short as possible to minimize diversion of the crew's attention while performing their responsibilities.

NESR's operations are conducted under industry-standard certification programs, and operations in most of the countries where we do business are ISO 9001/API Q1 or Q2 certified by external certification bodies.

Management communicates our quality philosophy to employees, business partners, suppliers, and contractors by providing the relevant rules and material, and each **NESR** organization must provide positive evidence of compliance with the quality system. Regular audits and service quality meetings are conducted to review adherence to the quality processes.

— Health, Quality, Safety, and Environment Results

Total Numbers for **NESR** globally

	Man hours	LTI	TRC	KM Driven	Motor Vehicle Accident (MVA)	Operating Hours	NPT	LTIFR/Per million Manhours	TRIR/Per million manhours	AAR/per million KM	NPTR
2024	19,503,657	6	15	82,675,043	15	3,515,844	7,782	0.31	0.77	0.18	2.21
2025	20,653,179	6	19	89,104,957	15	3,777,580	6,165	0.29	0.92	0.17	1.63

NESR's supply chain is a strategic enabler of operational excellence across its global portfolio. In 2025, the Company continued to strengthen its procurement governance framework, ensuring that sourcing decisions align with operational requirements, regulatory obligations, and ESG principles. **NESR** maintains a structured vendor qualification process that evaluates suppliers on technical capability, financial stability, and adherence to **NESR's** Code of Conduct, a mandatory requirement for all suppliers and third parties operating on **NESR's** behalf.

NESR adopts a zero-tolerance approach to bribery and corruption across its supply chain. All suppliers are required to conduct business honestly, ethically, and in a manner consistent with **NESR's** Code of Conduct, published on the Company's website. Suppliers and business

partners are prescreened prior to engagement to confirm legal compliance, including intent to adhere to regulations prohibiting child labor, forced labor, and modern slavery, as well as to affirm the payment of fair wages. **NESR** also promotes diversity within its supply chain, actively investing in local and diverse suppliers across its operating regions. Compliance trainings are provided to suppliers and third parties across **NESR's** operating countries to ensure they fully understand **NESR's** ethics expectations. Procurement policies are reviewed on an ongoing basis to reflect evolving requirements, including local content mandates and supplier ESG performance standards. The procurement function operates in close coordination with operations, HSE, legal, and finance to ensure supply chain resilience and continuity across the Middle East, Africa, and Asia Pacific.

accountability and supporting **NESR's** broader ESG objectives. Digital tools also support supply chain risk management, including the screening of new and existing vendors against compliance benchmarks. **NESR** continues to expand its use of data analytics to identify consolidation opportunities, reduce redundant sourcing, and improve procurement efficiency across its global operations.

NESR is committed to minimizing the environmental footprint of its supply chain through smarter, more responsible logistics planning. In 2025, the Company continued to focus on optimizing delivery routes, consolidating freight loads, and shifting from air freight to lower-emission transport modes wherever operationally feasible reducing transportation-related GHG emissions while sustaining high service levels and delivery reliability.

NESR deepened its collaboration with logistics partners to enhance transparency and ensure alignment with **NESR's** ESG standards, covering areas such as emissions monitoring and ethical labor practices. These initiatives contributed to measurable GHG optimization across **NESR's** logistics operations without compromising the reliability or quality of service delivery. **NESR's** commitment to protecting human dignity and ensuring fair treatment extends throughout the supply chain, reinforced through ongoing monitoring and engagement with logistics and service partners.

— 4 Pillars in 2025:

Pillar	Description
Governance	Structured procurement policies, supplier Code of Conduct requirements, zero-tolerance anti-corruption, and pre-screening for human rights compliance
Synergy	Cross-functional collaboration across procurement, operations, HSE, finance, and legal to drive integrated supply chain decision-making
Digitalization	SAP ERP and SAP Ariba integration enabling end-to-end supply chain visibility, contract management, and vendor performance tracking
Sustainable Practices	Ethical sourcing, sustainable logistics, modal shift to lower-emission transport, and local supplier development

Digital transformation remains central to **NESR's** supply chain strategy. In 2025, **NESR** continued to utilize its SAP ERP and SAP Ariba platforms to streamline procurement workflows, improve supplier visibility, and reduce procurement cycle times. These integrated systems enable real-time tracking of purchase orders, contracts, and supplier performance metrics enhances transparency and mutual value creation across the supply base.

The expansion of **NESR's** enterprise resource planning system has enabled seamless digital engagement with suppliers, fostering greater

Think Globally, and Act Locally

Prosperity for People

NESR continued to embrace the principle of "Think Globally, Act Locally" in its approach to supply chain management in 2025. This mindset connects global sustainability objectives with practical, on-the-ground action, advancing the UN Sustainable Development Goals in ways that are both impactful and achievable. NESR's strategy drives economic empowerment, safeguards the environment, and promotes social equity, paving the way for a more sustainable future across the regions where the Company operates.

To ensure that supplier labor and employee relations comport with NESR's standards, the Company conducts both know-your-supplier reviews and structured onboarding processes for all new suppliers and third parties. NESR requires all supply chain partners to uphold the ethical, labor and HSE standards expected of NESR's own workforce, embedding responsible conduct as a non-negotiable condition of partnership.

Our commitments to responsible supply chain practices include:

Metric	2022	2023	2024	2025
Total hours spent on developing/ training local suppliers	5,800	6,200	7,050	8,950
Total number of suppliers that have been committed to environmental/ human rights/social adherence	3,100	1,200	1,570	1,993
Total procurement budget spent on local suppliers	\$583 Million	\$ 605 Million	\$ 713 Million	\$784 Million
Committed % of Total Active Suppliers	34%	50%	67%	70%

Building Responsible Supply Chains, One Link at a Time:



- **Responsible Sourcing of Materials:** NESR's procurement decisions are guided by a Commitment to sourcing materials and services from suppliers that meet defined environmental, social, and governance standards. The company evaluates the environmental practices of its supply chain partners, ensuring that the materials and services entering NESR's operations are procured responsibly and do not contribute to adverse environmental or social impacts upstream.
- **Working Conditions and Human Rights:** NESR requires all suppliers to uphold fair and dignified working conditions, prohibit forced and child labor, and respect workers' rights to freedom of association. These expectations are codified in our Supplier Code of Conduct and form the foundation of every new supplier relationship.
- **Compliance with Laws and Regulations:** Suppliers are assessed for adherence to applicable anti-bribery, anti-corruption, and trade compliance regulations prior to onboarding. Where gaps are identified, corrective actions are agreed and tracked before the relationship proceeds.
- **Health, Safety and Environment:** Suppliers operating in or adjacent to NESR's activities are required to maintain HSE standards consistent with our own operational requirements. HSE performance is incorporated into our ongoing supplier evaluation cycle.

Local Value Creation

In line with this commitment, NESR prioritizes in country value creation through localised sourcing. In 2025, 81% of NESR's total procurement spend was directed toward locally registered suppliers and sub-contractors, building on the 79% achieved in 2024 and reinforcing the Company's sustained contribution to local economic development across the MENA region and beyond.

ICV (In-Country Value) frameworks across Saudi Arabia, the UAE, Oman, and the wider GCC act as key enablers in achieving these objectives, embedding local procurement targets into NESR's sourcing decisions and supporting employment, skills development, and supply chain capacity in host countries. NESR continues to invest in the development and training of local suppliers, building their capability to meet NESR's quality, compliance, and ESG standards over the long term.

Building a Responsible Supply Base

NESR recognizes that its sustainability performance does not end at its own operations; it extends to every partner, vendor, and contractor within its supply chain. In 2025, **NESR** conducted its first-ever Supplier Sustainability Assessment, evaluating the ESG maturity of its supplier base across three dimensions: Environment, Social, and Governance. This marks a significant step in **NESR's** commitment to ensuring that the standards it upholds internally are reflected throughout its value chain.

Suppliers Targeted	334
Responses Received	169
Countries Covered	18
Response Rate	50.6%

The response rate for a first-year exercise reflects meaningful supplier engagement across a geographically diverse base. Indonesia (87.5%), Egypt (82.4%), and the UAE (80%) recorded the highest participation rates among **NESR's** largest supplier markets. Countries including the Netherlands, Hong Kong, Thailand, Tunisia, and France achieved 100% submission from their respective supplier bases.

Assessment Framework

Suppliers were evaluated across 15 topics spanning environmental stewardship, social accountability, and governance integrity, providing **NESR** with a structured, multi-dimensional view of supply chain ESG maturity.

Dimension	Topics Assessed	
Environment	- Air Quality - Energy Management - GHG Emissions	- Waste & Hazardous Materials - Water & Wastewater Management
Social	- Employee Engagement - Diversity & Inclusion - Labor Practices	- Employee Health & Safety - Human Rights & Community Relations

Governance	- Business Ethics - Competitive Behavior - Operations Safety	- Emergency Preparedness & Response - Systemic Risk Management
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Each supplier's responses were scored against defined ESG criteria, generating an overall ESG score out of 100. Scores reflect the maturity and robustness of a supplier's practices across the three dimensions Environment, Social, and Governance and serve as the basis for categorizing suppliers into performance bands.

Performance by Band

Dimension	Score Range	% of Suppliers
High Performers	Above 80	8%
Moderate Performers	60 – 80	33%
Needs Improvement	Below 60	59%

What We Do With the Results

Assessment outcomes are not filed away; they inform **NESR's** procurement decisions and supplier development priorities. High performers are recognized and given preference in future sourcing. Moderate performers receive targeted guidance aligned with **NESR's** expectations. Suppliers in the needs improvement band are required to submit corrective action plans with defined timelines, and their progress will be tracked as part of **NESR's** ongoing supplier engagement program.

As this assessment matures into an annual process, **NESR** will use year-on-year data to measure progress, recognize improvement, and build a supply chain that is resilient, responsible, and aligned with the Company's long-term sustainability ambitions.

Corporate Responsibility



Board of Directors

Board of Directors. **NESR** and its Board are committed to high standards of corporate governance, transparency, and the protection of shareholders' interests. We maintain open communication with all our stakeholders and effectively manage risks to our sustainability. We voluntarily publish our Corporate Governance Guidelines (Guidelines) on our website www.nesr.com.

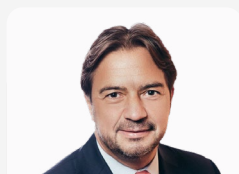
NESR's Guidelines provide a framework for the governance of the Company and assist the Board and its committees in the exercise of their responsibilities. In addition to the Guidelines, **NESR** is governed by the Board committee charters and our Code of Conduct, which can also be found on our website.

NESR was incorporated in the British Virgin Islands (BVI) in 2017 as a BVI business company limited by

shares. **NESR's** affairs are governed by its Amended and Restated Memorandum and Articles of Association dated May 17, 2024 (Charter), the BVI Business Companies Act, 2004, as amended, and the common law of the British Virgin Islands. Additionally, because the Company's ordinary shares are listed on the Nasdaq Capital Market, **NESR** is subject to Nasdaq's corporate governance listing rules (Nasdaq Listing Rules).



SHERIF FODA
Chairman of the Board & CEO



ANTONIO MEJIA
Lead Independent Director



YUSEF AL NOWAIS
Independent Director



ANTHONY CHASE
Independent Director



LISA POLLINA
Independent Director



MAEN RAZOUGI
Independent Director

Leadership Structure and Risk Oversight

The Board is elected by **NESR's** shareholders to provide effective governance and oversight in representing the shareholders' long-term interests. The Company's business is conducted by its employees, managers and officers under the direction of the Chief Executive Officer. The Board believes that the most effective leadership structure is for Mr. Foda to serve as our Chief Executive Officer and the Chairman

of our Board to ensure that the Board agendas respond to strategic challenges, that the Board is presented with information required for it to fulfill its responsibilities, and that Board meetings are as productive and effective as possible.

The Board further appoints a lead independent director (LID) to, among other things, preside at all Board executive sessions of the independent

directors, advise the Chairman of the Board, lead the independent directors' discussions on succession planning and evaluation of the performance of the CEO, facilitate Board leadership on matters of governance where independence is required, and help monitor and improve Board effectiveness. Mr. Campo Mejia serves as LID.

Corporate Responsibility

— Advisory Board

NESR's Advisory Board brings together a distinguished group of senior leaders with deep expertise across energy, finance, and corporate governance. Their collective experience spanning global energy majors, investment institutions,

and international leadership forums provides NESR with strategic perspective and independent counsel as the Company continues to grow across MENA and beyond.

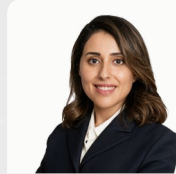


Tan Sri Wan Zulkiflee

Tan Sri Wan Zulkiflee Wan Ariffin is the Board Chairman of DRB-HICOM, Gas Malaysia, Nestlé (Malaysia) and EON Petromin. He previously served on the Board of Exxon Mobil Corporation and as Chairman of Malaysia Aviation Group and Malaysia Airlines Berhad. Tan Sri Wan Zulkiflee spent 37 years at PETRONAS, where he served as President and Group CEO from April 2015 to 2020 and sat on its Board for more than 12 years.

He served as one of the Oil and Gas Governors at the World Economic Forum in Davos, a Council member of ASCOPE for five years and Chairman of Malaysia's National Trust Fund.

He currently serves on the Board of Advisors of Yayasan Prihatin Nasional and is an Honorary Fellow of the Institution of Chemical Engineers (UK). He graduated with a degree in chemical engineering from the University of Adelaide and attended executive programs at INSEAD and Harvard Business School.



Adhwa Alabdulkarim

Adhwa Alabdulkarim is an investment professional with over a decade of experience in M&A, strategic advisory and board governance. She is the Head of Corporate Finance at Beacon Rail Leasing, where she leads investment underwriting, portfolio optimization and financing strategies. She is also an Investment Committee Member at Bupa Arabia, overseeing its multi-billion-dollar investment portfolio. Prior to Beacon Rail Leasing, she was part of the Infrastructure Investments team at Brookfield Asset Management, working on transactions across the telecom, utilities and energy sectors.

She began her career at Saudi Aramco, where she worked on structuring joint ventures and led major cost-saving negotiations. Ms. Alabdulkarim has served on boards and advisory committees across various industries, contributing to strategic decision-making, refinancing and M&A initiatives.

She holds an MBA from Harvard Business School and a Bachelor of Science in Finance from Prince Mohammed Bin Fahd University.

— Board Composition

We value the diversity of our Board of Directors and Advisory Board, and believe that it allows for different perspectives to be represented and further that it reflects the diversity of our employees and clients. Our Board members are diverse in racial backgrounds, gender, age,

experience, and nationality. At the same time, all members of the Board of Directors, apart from the CEO, satisfy the criteria of independence as defined under the Nasdaq Listing Rules, applicable SEC rules, and the Company's independence standards.



Corporate Responsibility



Board Purpose and Responsibilities. The Board is committed to promoting the core values of the Company, including integrity, social responsibility, environmental stewardship, and fostering diversity.

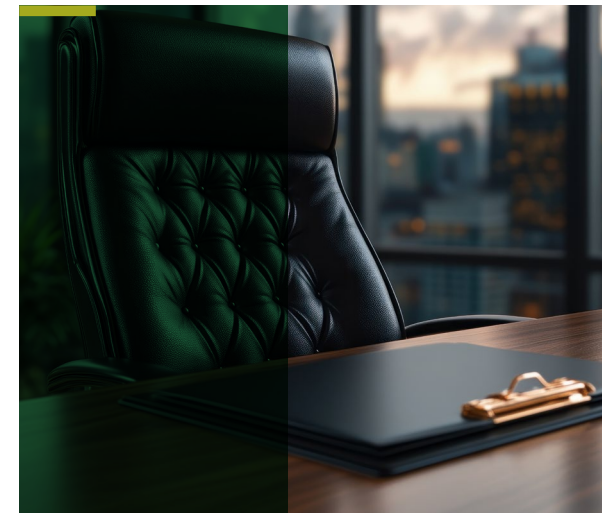
Both the Board and management of **NESR** recognize that the long-term interests of shareholders are advanced by maximizing return to shareholders in a responsible and ethical manner.

NESR's Board performs many specific functions, including:

- Reviewing, approving, and monitoring fundamental financial and business strategies and major corporate actions, including those related to financing, capital management, and liquidity matters;
- Selecting, evaluating, and compensating the CEO and evaluating and compensating the other executive officers of the Company;
- Approving and maintaining a succession plan for the CEO;
- Assessing and providing advice regarding significant risks, including risks related to business continuity, cybersecurity, and sustainability;
- Ensuring processes are in place for maintaining the integrity of the Company
 - the integrity of the financial statements, compliance with law and ethics, relationships with customers and suppliers, and relationships with other stakeholders; and
- Evaluating the effectiveness of the Board on an annual basis.

Board Committees. The Board has three standing committees, namely, the Audit Committee, the Compensation Committee, and the Nominating and Governance Committee. Every committee has a charter that outlines the committee's purpose and responsibilities.

The charters are reviewed annually and updated as necessary. Each committee performs its duties as authorized by the Board in compliance with its specific charter and the Company's Charter. Each committee is composed of independent directors only and meets all requirements of the Nasdaq Listing Rules and applicable SEC rules.



Corporate Responsibility

The Audit Committee is appointed by the Board for the primary purposes of:

- Performing the Board's oversight responsibilities as they relate to the Company's accounting policies and internal controls, financial reporting practices, and legal and regulatory requirements;
- Maintaining, through regularly scheduled meetings, a line of communication between the Board and the Company's financial management, internal auditors, and independent auditors; and
- Setting the tone for the Company's financial reporting and relationship with the independent auditors.

The Compensation Committee is appointed by the Board for the primary purposes of assisting the Board in:

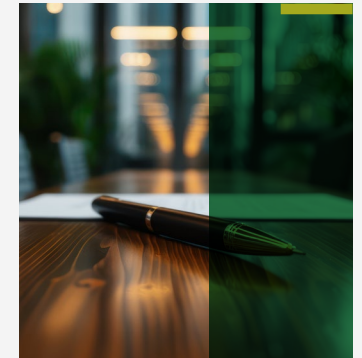
- Discharging its responsibilities for approving and evaluating executive officer compensation plans, policies, and programs;
- Reviewing and recommending to the Board compensation to be provided to the Company's executive officers and directors; and
- Administering the equity compensation plans of the Company.

In performing the foregoing, the Compensation Committee ensures that the Company's compensation programs are competitive, designed to attract and retain highly qualified directors, officers and employees and encourage high performance, promote accountability, and assure that employee interests are aligned with the interests of the Company's shareholders.

The Nominating and Governance Committee is appointed by the Board to:

- Monitor compliance with good corporate governance standards;
- Identify individuals qualified to become Board members;
- Recommend to the Board director nominees for election at the annual meeting of shareholders or to fill open seats between annual meetings; and
- Review and make recommendations to the Board regarding ESG matters.

Board Oversight. The Board oversees corporate ESG, and HSE performance updates are presented to the Board regularly to ensure ESG considerations are factored into business decisions. The Board's close supervision of ESG and HSE is designed to safeguard the interests of all internal and external stakeholders and ensure the protection of communities, environments, and ecosystems impacted by the Company's business.



NESR's internal ESG efforts, including the development of key ESG strategies and initiatives, assessment of key ESG risks and opportunities, and the development of the Company's ESG reports are overseen by the CEO and driven by senior leadership with the full support of the Board.

Managing ESG Risk

The Board manages ESG risks directly through the CEO, who interacts with the ESG and HSE teams reporting to him. Identified ESG risks that are financially material to the Company are investigated, and mitigation actions are undertaken accordingly.

The Board recognizes that actions need to be taken to help the Company transition and adapt to a low-carbon economy. In 2020, we started tracking and measuring our environmental performance to set reduction targets for our business.

We continue to strengthen our environmental data and are designing measures to improve energy and water efficiency and reduce CO₂ emissions in our operations and facilities.



Equitable Director Compensation

Our director compensation philosophy is to appropriately compensate non-employee directors for their services as a director of a complex multi-national company.



The compensation structure should align with the interests of directors and shareholders. Directors who are also employees of **NESR** do not receive compensation for serving on the Board.

We believe that our director fee structure is customary and reasonable and consistent with that of our peers and similarly situated companies in the industry in which we operate.

Changes to independent director compensation, if any, are recommended by the Compensation Committee and need to be approved by the Board.

At NESR, employees have the opportunity to receive equity awards of up to two times their base salary by meeting the objectives set according to our standards. Our reward system is based on merit, not hierarchy, and allows for equal participation.

NESR seeks to provide competitive pay opportunities to attract and retain the executive talent needed to execute our business strategy.

Our programs are underpinned by a philosophy of pay for performance and shareholder alignment. Executive compensation includes base salary, short-term annual cash incentive, long-term incentive awards, and other benefits and limited perquisites.

The majority of our executive officer pay is variable with value at risk for operational, financial, and stock price performance, ensuring that realized compensation outcomes are aligned with our ability to deliver on our business objectives and to grow shareholder value.

Our executive compensation program is also designed to limit executive contracts, change in control payments, or other benefits not widely available to all employees. Our CEO has waived his stock award since the Company's inception to increase the pool of stock available to other employees.

A more detailed discussion of our executive compensation program is publicly available in our Proxy Statement in the "Compensation Discussion and Analysis" section.

In setting our executives' compensation, we follow the guidelines listed below:

- **Pay for Performance:** A majority of executive compensation is performance-linked, contingent upon achieving specific financial and operational targets, including EBITDA, DSO, and non-financial objectives.
- **Distribution of Performance Incentives:** Both our short-term and long-term compensation programs are granted widely throughout the organization on similar terms as the named executive officers (NEOs) to align performance objectives and promote greater pay equity.
- **Limited Change of Control:** Our equity plan has limited change of control provisions.
- **Higher Weighting of Compensation to At-Risk Pay:** Base salaries for NEOs are targeted at peer midpoint levels with a higher proportion of at-risk pay.
- **Peer Compensation Review:** The NEO compensation program is periodically benchmarked by an independent consultant and reviewed by the NESR Compensation Committee.
- **Limited Perquisites:** Perquisites are limited to expatriate assignments, relocation, and benefits customary in the countries where executives operate. No tax gross-up payments are provided.
- **Compensation Clawbacks:** The Company has adopted two recoupment policies. The Dodd-Frank Clawback Policy, effective upon the Company's Nasdaq uplisting on October 22, 2024, is fully compliant with SEC and Nasdaq rules and applies to current and former executive officers with respect to incentive-based compensation. A copy is filed as Exhibit 97.1 to the Company's Annual Report on Form 10-K for the year ended December 31, 2025. A second clawback policy, adopted in 2021, applies to all NEOs and may further be applied to any employees, managers or executives of the Company designated by the CEO.

Business Ethics, Integrity, and Compliance

NESR is committed to transparency, integrity, and maintaining ethical conduct at all times. We regularly update our Code of Conduct to strengthen the foundations of our identity and corporate culture and set the boundaries of our interactions with others.

The Code of Conduct reinforces our corporate commitment to maintaining high ethical standards and summarizes the fundamental importance of acting with integrity in everything we do. Published on our website in Arabic and English, our Code of Conduct applies to all directors, officers, employees, and contractors of the Company, as well as third parties who do business with **NESR**.

One of the mandatory requirements for any new employees is to read, acknowledge and sign the Code of Conduct as part of their onboarding process. Ongoing training and a yearly mandatory acknowledgment are also requirements for continued employment.

Each of our business partners, suppliers, and agents is required to comply with the laws of the countries where they operate and act responsibly and ethically in a manner consistent with our Code of Conduct.

Similarly, all **NESR** employees are required to perform their jobs in compliance with all applicable laws, rules, and regulations of the jurisdictions within which the Company operates. Sometimes these laws vary from place to place and may even conflict.

Our employees are responsible for knowing and following the laws and regulations that apply where we work. However, when local laws or practices are not as strict, the Code of Conduct and other **NESR** requirements still apply.

We maintain strict guidelines to deal ethically with our customers, suppliers, contractors, government agencies, and fellow employees. We are committed to respecting our competitors and their offerings, vigorously and fairly competing with them, and never colluding to gain an unfair industry advantage.

We believe in personal accountability, transparency, honesty, and accurately reporting and tracking all of our business activities. We conduct periodic internal and external audits to verify that we are meeting our obligations and improve adherence to our Code of Conduct.

We continue to review training needs to improve adherence to our Code of Conduct everywhere we operate.

In addition, we held an in-person SEC compliance session for our senior leadership team, ensuring that company leaders are equally engaged and aligned with compliance best practices.



NESR adopts a zero-tolerance approach to bribery and corruption. We conduct our business honestly and in an ethical manner and expect our people to act professionally, fairly, and with integrity wherever we operate. We implement and enforce effective programs, training and communications to counter improprieties and ensure anyone doing business on behalf of **NESR** has sufficient awareness to conduct themselves accordingly.

Our anti-corruption and anti-bribery policy stipulated in our Code is published on our website www.nesr.com. Enforcement of the policy is overseen by the Board and CEO.

Whistleblower Protection

NESR employees are required to promptly report actual and/or suspected violations of the Code to support an ethical workplace, strengthen the Company, and protect colleagues from harm.

Employees who need to report issues or share concerns should first contact their direct or functional manager. If this is not practical, they may contact a manager in human resources, finance, or another relevant function, or **NESR** general counsel. Additionally, they can raise concerns online via ethics@nesr.com, or by calling the anonymous Company compliance hotline toll-free numbers on the website.

Conflicts of Interest

NESR directors, officers, and employees are expected to avoid situations where an employee's personal interest may interfere in any way with the Company's interest or work objectives.

All such individuals are expected to refrain from taking for themselves opportunities discovered through their use of corporate assets or their

The Code and any associated Company policies, standards, and guidelines are reviewed and updated regularly. We aim to identify and address any anti-corruption and bribery policy violations promptly. Our grievance reporting procedures that are outlined in our Code allow for anonymous reporting of Code violations.

When violations are reported, **NESR** thoroughly conducts investigations by forming an objective investigation team; determining the facts through interviews and the review of relevant documents and recommending corrective action, as appropriate.

NESR prohibits retaliation for good faith reporting of a potential or actual violation of the **NESR** Code or applicable laws. At the same time, failing to promptly report a known or suspected violation of the Code, knowingly filing false reports, and retaliating against any employee for reporting a concern may be subject to internal disciplinary action, up to and including termination, as well as potential civil or criminal prosecution.



positions. Situations of conflicts of interest should be avoided and, when unavoidable, should be disclosed and approved in writing by the **NESR** legal team.

All **NESR** employees must make prompt and full disclosure to their supervisors of any situations involving an actual or possible conflict of interest.

NESR complies with relevant local and international laws and regulations everywhere we operate and strives to ensure that human rights are upheld in our operations.

We make concerted efforts to confront human rights violations in our operations and ensure a work environment where employees are treated with respect and dignity, enabling them to achieve their full potential free from discrimination, as defined in the United Nations Universal Declaration of Human Rights, the International Labour Organization Declaration on Fundamental Principles and Rights at Work, and the UN Guiding Principles on Business and Human Rights.

Our commitment to conduct business with the highest level of integrity includes compliance with international labor and workplace laws and regulations governing our operations worldwide.

We also commit to dealing only with those business partners who share our commitment to protect human rights and safeguard diversity in our supply

chain. We prescreen potential business partners and suppliers to confirm legal compliance with these standards.

Our commitment includes compliance with international labor and workplace laws and standards in:

- Freedom of association;
- Collective bargaining;
- Privacy;
- Immigration;
- Working time, wages, and hours;
- Healthy, safe, and secure workplaces;
- Employment discrimination;
- Harassment;
- Forced, compulsory, or child labor; and
- Human trafficking.

— Gifts and Donations



Our employees, in their corporate capacity, are prohibited from giving or accepting any gifts that are more than a nominal value of \$100, nor can they give gifts to or accept gifts from the same vendor more than once per year.

Should such prohibited gifts be received, our employees are instructed to return the gifts, with a note of thanks addressed to the vendor, including a polite reminder of the Company's policy.

Our policy is designed to prevent situations where business decisions might be influenced by gifts and hospitality that may amount to or be construed as bribery.

Donations, where made, must be strictly controlled and approved by executive management, and **NESR** finance.

No Company donations of any sort can be made without the approval of executive management and **NESR** does not make charitable donations to gain any commercial advantage.

Confidentiality

Information regarding the Company's business, including but not limited to information regarding customers, employees, costs, prices, earnings, products, operations, potential mergers and acquisitions, strategies, and other arrangements, is presumed to be confidential information.

NESR employees are prohibited from sharing, publishing, or disclosing to anyone outside of **NESR**, or using in any way other than for **NESR's** business, any non-public information shared by the Company, its suppliers, or customers, whether or not it is marked confidential.

Any breach of confidentiality obligations is subject to disciplinary and/or legal action. We strictly protect our confidential data and enforce our rights against others who take or use it without proper authorization.

We comply with insider trading laws and, as such, **NESR** employees and their relatives and associates are prohibited by law from buying or selling the Company's securities when in possession of material, non-public information. Our Insider Trading Policy was filed publicly as Exhibit 19.1 to the Company's Annual Report on Form 10-K for the year ended December 31, 2025.



Lobbying and Political Contributions



NESR is politically neutral and does not make political contributions of any kind to political parties. Similarly, we do not make charitable donations to gain any commercial advantage.

Our employees may not use Company funds or assets for political purposes. For public policy matters affecting the Company and its shareholders, **NESR** may engage in a direct

dialogue with decision-makers but does not use paid lobbyists or seek to bring about a particular outcome or decision.

As a result of the Company's stance of political neutrality, **NESR** does not maintain a political action committee, nor does it contribute to any third-party political action committees or other political entities.

NESR complies with applicable import and export trade controls in all countries where we operate. As an international oilfield services company, our operations span the globe.

We routinely transfer material further afield, often across many borders, so we must follow strict guidelines when we are getting the job done.

NESR has long instituted a Trade Control and Compliance Policy that was designed to meet obligations under sanctions laws of the jurisdictions in which **NESR** operates, has a presence, is

registered and/or licensed and any other jurisdiction where the facts of the transaction make it appropriate to do so. The policy applies to **NESR**, its subsidiaries, affiliates, officers, consultants, agents, and employees.

We developed the policy in order to ensure that **NESR** officers, agents, consultants and employees as well as the Company's relationships with customers, suppliers, consultants, partners, joint venture associates and other third parties directly engaged with the Company's business activities do not breach any applicable sanctions.

We demonstrate our commitment to trade control compliance by:

- Complying with all applicable import and export laws, rules, regulations, and licenses controlling the shipment or movement of any products or services wherever we do business;
- Complying with all applicable laws and regulations related to the transmission of technical data or software products wherever we do business;
- Complying with all applicable economic and trade sanctions or restrictions;
- Conducting all of our business ethically and within the framework of all applicable antitrust and competition laws;
- Refraining from knowingly circumventing any laws, rules, regulations, and licenses while pursuing any Company business activity; and
- Remaining up to date with all laws, rules, regulations, and licenses related to trade and movement of goods as necessary.

Financial Transactions and Reporting

NESR ensures that all books and records are fully available for audit by internal auditors and/or independent external auditors and that all Company assets and liabilities form part of the books of account included in the Company's financial statements.

We ensure that any reporting or disclosure of financial information, whether inside the Company or to the public, is made by authorized personnel and approved by the appropriate authority of the Company and that this reporting or disclosure complies with all applicable laws, regulations, and **NESR** financial procedures.

We record all transactions under U.S. Generally Accepted Accounting Principles (GAAP) and reflect them accurately in the Company's records.





All **NESR** offices and operational bases maintain security procedures tailored to their specific country and location risk profiles. Such procedures are updated regularly based on risk assessments of operations in any given country at any given time.

Risk assessments are required as part of due diligence for new operations and regular reviews for ongoing operations.

They are implemented to protect our personnel and assets from exposure to unmanageable security risks. In addition, every **NESR** office and operational base is required to have an emergency response plan that is updated and drilled regularly, according to the country and location risk profile.

Our risk procedures are effectively communicated through regular security training, briefings, and inductions.

Crisis Management

NESR's crisis management policy is designed to effectively coordinate the use of resources to protect life and assets during and immediately following a major crisis or disturbance affecting our operations that cannot be controlled through routine, daily and normal channels, operating standards, and procedures.

Every business unit at **NESR** has a defined crisis management committee composed of members of upper management.

The committees provide general oversight for the entire planning process and meet regularly to address emergency preparedness, response, and recovery issues. The committees also develop specific crisis management response plans that outline steps on handling a crisis to protect **NESR's** personnel and assets, as well as to mitigate any impact on our business.

These plans include communication protocols, evacuation procedures, drills, and resource planning.



— Approach to Tax

NESR is committed to responsible and transparent tax practices and to complying with applicable tax laws and regulations in all jurisdictions in which we operate. We consider responsible tax management an important part of our commitment towards transparency, strong corporate governance and responsible corporate citizenship.

We seek to assess, report and pay taxes accurately and on a timely basis, maintain constructive relationships with tax authorities, and manage our tax affairs in a manner consistent with our business activities and long-term objectives.

NESR strives to build transparent and cooperative relationships with all our stakeholders, including shareholders, employees, governments, and the public in all the countries in which we operate.

— Tax Governance

Tax matters are managed by qualified tax and finance professionals, supported by appropriate policies, processes and internal controls. Where necessary, **NESR** engages external tax and legal advisers to support complex technical, compliance and regulatory matters.

The Audit Committee of **NESR's** Board oversees the Group's accounting policies, internal controls, financial reporting practices and legal and regulatory compliance, including tax matters.



— Transfer Pricing

NESR applies the arm's-length principle to all intercompany transactions and seeks to ensure that its transfer pricing practices are consistent with applicable local regulations and internationally recognized principles, including the OECD Transfer Pricing Guidelines.

Our intercompany transactions and arrangements are supported by appropriate documentation and are periodically reviewed to reflect changes in our business operations and regulatory requirements.

— Tax Planning

Tax planning forms part of **NESR's** business and investment decisions. We seek to manage our tax affairs in a commercially appropriate manner, taking into account applicable legislation, business substance and the Group's broader commercial objectives.

We seek to utilize available tax incentives and exemptions where they are consistent with the intended purpose of the relevant legislation and the underlying business activities.

NESR does not tolerate tax evasion or the facilitation of tax evasion and maintains policies and controls designed to support compliance with applicable tax laws.

— Tax Risk Management

Given **NESR's** international footprint, we operate across jurisdictions with evolving and increasingly complex tax requirements. We continuously monitor tax developments and assess their potential impact on the Group, taking into account financial, operational and reputational considerations.

NESR maintains processes and internal controls to identify, assess and manage tax risks. Material or complex matters are supported by appropriate technical analysis and, where necessary, external tax and legal advice.

We seek to manage tax audits and disputes professionally and transparently, working constructively with tax authorities to resolve matters and obtain appropriate certainty. Material tax matters are regularly reviewed by management and, where appropriate, reported to the Audit Committee.

2025 Highlights

During 2025, **NESR** continued to strengthen its tax governance in step with a rapidly evolving global tax landscape. We enhanced our tax processes and capabilities to respond to new and evolving requirements across our operating jurisdictions, while maintaining our commitment to transparency, responsible tax practices and constructive relationships with tax authorities.

■ Global Minimum Tax Readiness

We advanced our readiness for the OECD's global minimum tax. Across the countries in which we operate, we assessed the potential impact of the Global Anti-Base Erosion Model rules, monitored domestic implementation and enhanced our data collection, reporting and compliance.

■ Strengthened Transfer Pricing Framework

We continued to enhance our transfer pricing framework and documentation across the Group in line with evolving local requirement.

■ Tax Function & Process Enhancement

We continued to strengthen our tax function, with increased focus on centralized oversight, tax risk management and coordination of tax matters across our international operations.

At NESR, protecting data confidentiality, integrity, and availability, whether proprietary or entrusted by third parties, is a cornerstone of the business. NESR maintains a multi-layered information security program aligned with leading international standards, strengthening operational resilience and stakeholder trust.



These measures underscore NESR's commitment to robust cybersecurity and technology risk management, protecting critical digital assets and stakeholder information, strengthening operational resilience, and supporting compliance with applicable regulatory and industry requirements.

Key pillars of NESR's information security framework include:

- **Advanced Security Infrastructure:** NESR maintains a modern, layered cybersecurity environment incorporating next-generation security technologies, continuous monitoring, and risk-based detection and response to identify and address potentially compromised or high-risk user activity.
- **Business Continuity and Data Backup:** Robust backup capabilities and business continuity plans are maintained to protect critical data, minimize the impact of disruptions, and support timely recovery and restoration of essential services.
- **Device Security Controls:** Corporate devices are protected through encryption, next-generation Endpoint Detection and Response (EDR), device control, and centralized management to safeguard endpoints and corporate information.
- **Workforce Awareness & Training:** Regular, scenario-based cybersecurity awareness programs strengthen employees' ability to recognize phishing, social engineering, data protection risks, and other evolving cybersecurity risks.
- **Security Audits & Risk Assessments:** Regular security audits and risk assessments are conducted to identify vulnerabilities, evaluate control effectiveness, and support prioritized remediation of identified risks.
- **Cloud Security Best Practices:** Cloud environments are protected through multi-factor authentication, continuous security monitoring, automated security updates, and centralized access and security controls.
- **Vulnerability Management & Penetration Testing:** Regular vulnerability assessments and penetration testing, including independent assessments, are performed across NESR's IT infrastructure to identify weaknesses and strengthen the overall security posture.
- **Incident Response Readiness:** An enterprise-wide Incident Response Plan establishes defined processes for the detection, escalation, containment, investigation, and remediation of cybersecurity incidents.
- **Continuous Security Improvement:** NESR continuously enhances its cybersecurity program through post-incident reviews, threat intelligence, security assessments, and the adoption of emerging security technologies and practices.
- **High Availability & Redundancy:** Core systems and critical data are hosted in secure data centers with established disaster recovery capabilities, supporting resilient failover, business continuity, and reliable access to critical services.

NESR operates a structured cybersecurity awareness and phishing simulation program to strengthen the human layer of cyber defense and reinforce a security-first culture organization-wide.

Training is mandatory upon hire and reinforced annually via e-learning and webcasts, tailored to current threat trends. In the 2025 reporting period, **NESR** delivered 3,157 hours of cybersecurity and email security awareness training organization-wide.

In **2025**, NESR delivered **3,157** hours of cybersecurity awareness fundamentals and email security awareness training courses across the organization.



The training covers key areas such as:

- Identifying phishing, malware, and social engineering tactics.
- Safeguarding company and personal data.
- Password policies and multi-factor authentication.
- Recognizing cyber risks in daily operations and reporting suspicious activity.

This training supports **NESR's** ongoing investment in employee development, digital awareness, and organizational resilience.

Phishing Simulation Program

NESR conducts phishing simulations on a regular and ongoing basis to replicate real-world cyberattack scenarios in a controlled environment.

The program assesses employee awareness, measures response and reporting rates, and provides targeted, personalized feedback.

Employees who engage with simulated threats receive focused reinforcement training, supporting continuous improvement in cybersecurity awareness and strengthening the organization's overall security culture.



NESR maintains the confidentiality, integrity, and privacy of customer and internal data through defined governance protocols aligned with international privacy and cybersecurity standards.

- **Data Handling & Usage:** data handling, transmission, and storage follow clear procedures, with access and sharing restricted to authorized use.
- **Secure Communication & Encryption:** all sensitive data is encrypted in transit.
- **Access Controls & Verification:** multi-factor authentication and least-privilege access limit systems to employees with a legitimate business need.
- **Incident Response:** strict protocols govern prompt notification and corrective action in the event of unauthorized access or data exposure.
- **Training & Awareness:** regular training reinforces data protection obligations and responsible use of business information.
- **Accountability & Governance:** clear accountability is embedded across the data lifecycle, from generation to destruction, under the Code of Conduct and IT governance framework.

NESR's IT department leads a unified digital ecosystem, built on scalable, cloud platforms integrating Microsoft and SAP technologies, that strengthens governance, streamlines enterprise processes, and supports alignment with regulatory frameworks, including Sarbanes-Oxley (SOX) compliance.

- **SAP S/4HANA:** core ERP centralizing finance, supply chain, sales, maintenance, and HR, with real-time processing and standardized reporting.
- **Microsoft 365 & Azure:** secure, scalable foundation for collaboration, cloud operations, and business continuity.
- **Microsoft Power Platform:** low-code/no-code tools (Power Apps, Power Automate) let business users automate workflows within a governed environment.
- **Microsoft Power BI:** real-time interactive dashboards improve performance tracking and visibility.
- **SAP Business Technology Platform:** extends SAP S/4HANA with app development, data integration, and workflow automation via SAC and CPI.
- **SAP Identity Access Governance:** automates access provisioning and enforces SOX-aligned segregation of duties with audit trails.
- **SAP Analytics Cloud:** supports visualization, budgeting, and predictive analytics for strategic planning.
- **SAP Integration Suite:** enables secure integration between SAP and third-party applications.
- **SAP Ariba:** digitalizes procurement, supplier onboarding, spend management, and contract tracking.
- **BlackLine:** automated reconciliations and real-time close tracking strengthen financial governance and internal control monitoring.
- **Freshservice ITSM:** NESR's centralized IT Service Management platform supports SOX compliance through change and incident management, access provisioning, SLA-based resolution, and traceable change approvals.

Strategic ESG Impact (Governance Pillar)

- **Audit-Ready IT Governance:** end-to-end automation of access, change controls, and approvals aligned with SOX.
- **Scalability:** cloud-native systems support growth across geographies and evolving regulation.
- **Data-Driven Decision Making:** real-time analytics from SAP, Power BI, and SAC drive transparency and improvement.
- **Risk Mitigation:** integrated systems reduce manual intervention and enforce policy compliance.
- **Operational Efficiency:** automated finance, procurement, and IT service delivery reduce cost and cycle times.

— Financial Governance and Control

BlackLine: Strengthens financial governance through automated reconciliations, real-time close tracking, and enhanced internal control monitoring. BlackLine ensures transparency and standardization of financial close procedures across business units.

— IT Service Management and Systems Access Control

Freshservice ITSM serves as **NESR's** centralized IT Service Management platform, supporting SOX compliance by automating and standardizing critical IT processes. These include:

- Change management and incident tracking
- User access provisioning and deprovisioning
- SLA-based response and resolution processes
- Traceable change approvals and configuration tracking

Through Freshservice, **NESR** standardizes IT Service Desk operations, ensuring consistent processes for incident management, service requests, and IT support across the organization.

Sustainable IT Infrastructure and Environmental Impact

NESR advances a sustainable IT strategy prioritizing environmental responsibility and energy efficiency, transitioning to cloud-native technologies to lower its environmental footprint.

— Key Initiatives

- **Cloud-Native Infrastructure:** hyperscale, energy-efficient data centers increasingly powered by renewable energy, optimizing workload and resource use.
- **Elimination of On-Premises Infrastructure:** legacy on-premises systems have been fully decommissioned, reducing energy consumption and electronic waste.

Operating entirely in the cloud aligns **NESR's** IT operations with its long-term sustainability objectives.



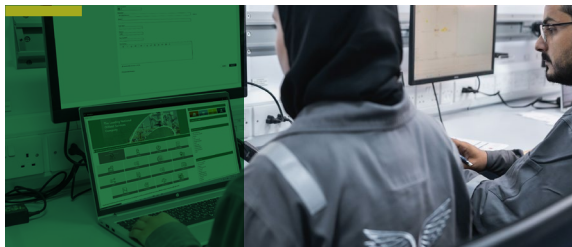
NESR respects fair competition and intellectual property obligations, and firmly safeguards the Company's rights to its own intellectual property.

NESR employees understand that all intellectual property, including inventions, innovations, discoveries, improvements, or ideas conceived or developed by employees in the course of their employment, is considered the sole property of **NESR**.

Employees must not disclose or misuse the Company's intellectual property, nor should they inappropriately use the intellectual property of others, as set forth in the **NESR** Code of Conduct.

— Data Analytics and Business Intelligence

By integrating SAP Analytics Cloud, Microsoft Power BI, and Azure data services within the SAP S/4HANA environment, **NESR** enables real-time data consolidation, analysis, and reporting for data-informed decision-making and proactive risk management.



Key Capabilities Include:

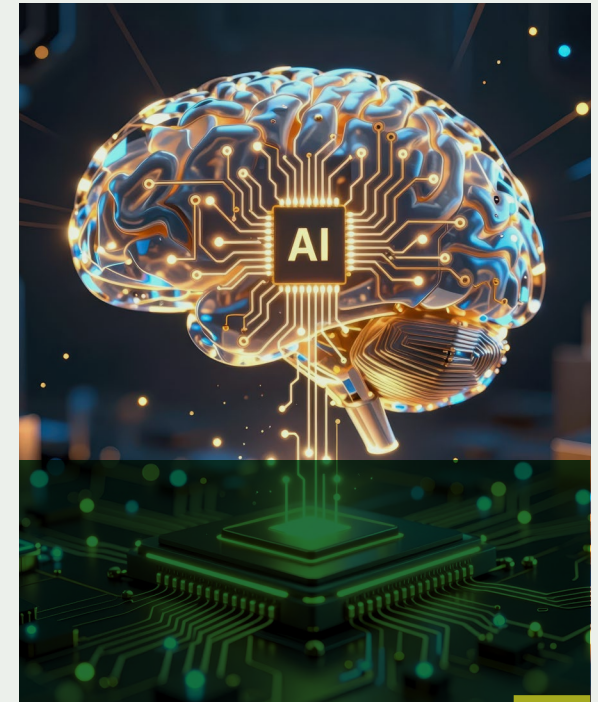
- Real-time visibility into operational, financial, HSE, and resource performance.
- Executive dashboards supporting strategic planning and board-level reviews.
- Real-Time Operations Monitoring: real-time data monitoring across operations, enabling proactive decision-making and rapid issue resolution.
- Standardized, automated reporting aligned with audit readiness and disclosure requirements.

— Artificial Intelligence

NESR recognizes the transformative potential of artificial intelligence for the oilfield services industry and is advancing multiple initiatives to responsibly explore and adopt AI technologies across its operations, from the well-site to the back office.

In parallel, **NESR** is defining the purpose, policies, and governance controls that will guide AI adoption, ensuring appropriate oversight, data privacy and security, and alignment with the Company's ethical standards and regulatory obligations.

This structured approach allows **NESR** to capture the benefits of AI while maintaining sound risk management and accountability across its oilfield service operations.



Metric	2022	2023	2024	2025
CO2e - Scope 1 (Metric tons)	143,484	180,540	227,899	245,965
CO2e - Scope 2 (Metric tons)	2,378	2,328	2,241	1,987
Intensity (Scope 1+2 per \$1mm Revenue)	160.6	159.0	176.8	187.3
Scope (1+2) Intensity per Workforce	24.4	29.3	35.1	33.9
Electricity Use (GJ)	20,560	20,336	19,580	22,889
Renewable Share of Electricity (%)				12.5%
Fuel (Diesel + Petrol) (GJ)				3,307,797
Total Energy Intensity (GJ/ \$1M revenue)				2,515.6
Electricity Intensity (Gigajoule (GJ) / \$1M revenue)	22.6	17.7	15.0	15.1
Electricity Intensity (Gigajoule (GJ) / Workforce)	3.4	3.3	3.0	2.7
Water Withdrawal (m³)	225,887	241,695	286,698	330,587
Water Intensity (M³/\$1M Rev)	248.3	210.9	220.5	249.7
Water Intensity (M³ / Workforce)	37.8	38.8	43.7	45.1
Water and sewage Recycled (m³)		100,459	135,865	144,873
Hazardous waste generated (Metric tons)		2,417	3,755	22,149
Non-hazardous waste generated (Metric tons)		29,120	32,335	9,174
Waste Intensity (Metric tons / \$1M revenue)		27.4	27.8	23.7
Waste Intensity (Metric tons / Workforce)		5.1	5.5	4.3
Waste recycled (Metric tons)		12,123	16,218	8,036
Waste incinerated (Metric tons)		7,202	6,266	19
Waste to landfill (Metric tons)		11,214	12,743	23,269
Spills > 1 bbl (barrels)			0	0
Volume of spills (liters)			1,900	800

Metric	2022	2023	2024	2025
Volume of Hydraulic Fracturing Fluid Used (m³)	1,446,146	2,213,576	3,807,834	3,235,357
Frac Additives Percentage (%)	0.35	0.28	0.28	0.276
Total Recordable Injury Frequency Rate (TRIR)	1.3	1.11	0.77	0.92
Total Lost Time Injury Frequency Rate (LTIFR)	0.47	0.39	0.31	0.29
Fatalities - Employees	0	1	0	1
Fatalities - Contractors	1	0	0	0
Fatalities - Company Total	1	1	0	1
Automotive Accident Rate (AAR)	0.32	0.23	0.18	0.17
Non-productive Time Rate (NPTR)	2.76	1.86	2.21	1.63
Manhours			19,503,657	20,653,179
LTI			6	6
TRC			15	19
KM Driven			82,675,043	89,104,957
Motor Vehicle Accident (MVA)			15	15
Operating Hours			3,515,844	3,777,580
NPT			7,782	6,165
HSE Training (Hours)	127,118	190,656	202,965	216,782
HSE Hours per Employee	21.3	30.6	31.5	32.3
Total hours spent on developing/training local suppliers	5,800	6,200	7,050	8,950
Total number of suppliers committed to ESG criteria	3,100	1,200	1,570	1,993
Total procurement budget spent on local suppliers (\$ Million)	583	605	713	784
Committed % of Total Active Suppliers	34%	50%	67%	70%

Metric	2022	2023	2024	2025
Total Workforce	5,968	6,231	6,554	7,322
Countries of operation with >75% national workforce				66.5%
Overall Turnover Rate				13.5%
Employee Performance Review				81%
Consultants Performance Review				36%
Contractors Performance Review				7%
Male Performance Review				65%
Female Performance Review				67%
Female share of total workforce				5.2%
Female share of new hires				9.1%
Women in management (Grade 13+)				6.0%
Women in STEM roles				9.6%
Hours spent on code of conduct training				13,098
Hours of cybersecurity trainings			10,514	3,157
Hours of technical training			1,904	18,296
Hours spent on training local suppliers			7,050	8,950
HSE Audits		4,820	4,880	4,908

Emissions Reduction Services & Fuels Management

Accounting Metric	Code	Report Location or External Document Reference
Total fuel consumed and percentage renewable	EM-SV-110a.1	Page 17
Discussion of strategy or plans to address air emissions-related risks, opportunities, and impacts	EM-SV-110a.2	Not Disclosed

Water Management Services

Accounting Metric	Code	Report Location or External Document Reference
(1) Total volume of freshwater handled in operations - (2) percentage recycled	EM-SV-140a.1	Page 18
Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities, and impacts	EM-SV-140a.2	Page 18

Chemicals Management

Accounting Metric	Code	Report Location or External Document Reference
Volume of hydraulic fracturing fluid used, percentage hazardous	EM-SV-150a.1	Page 20
Discussion of strategy or plans to address chemical-related risks, opportunities, and impacts	EM-SV-150a.2	Page 20

Workforce Health and Safety

Accounting Metric	Code	Report Location or External Document Reference
(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR), (4) total vehicle incident rate (TVIR), and (5) average hours of health, safety, and emergency response training for (a) full-time employees, (b) contract employees, and (c) short-service employees	EM-SV-320a.1	Page 32
Description of management systems used to integrate a culture of safety throughout the value chain and project lifecycle	EM-SV-320a.2	Page 31
Number of road accidents and incidents	EM-SV-320a.3	Page 32

Business Ethics & Payments Transparency

Accounting Metric	Code	Report Location or External Document Reference
Amount of net revenue in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	EM-SV-510a.1	<2% of total Company revenue
Description of the management system for prevention of corruption and bribery throughout the value chain	EM-SV-510a.2	Page 50

Management of the Legal & Regulatory Environment

Accounting Metric	Code	Report Location or External Document Reference
Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	EM-SV-530a.1	Page 43

Critical Incident Risk Management

Accounting Metric	Code	Report Location or External Document Reference
Description of management systems used to identify and mitigate catastrophic and tail-end risks	EM-SV-540a.1	Page 31

Ecological Impact Management

Accounting Metric	Code	Report Location or External Document Reference
Description of management systems used to identify and mitigate catastrophic and tail-end risks	EM-SV-160a.1	Not Reported
Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	EM-SV-160a.2	Page 21

Activity Metrics

Accounting Metric	Code	Report Location or External Document Reference
Number of active rig sites	EM-SV-000.A	Not Reported
Number of active well sites	EM-SV-000.B	Not Reported
Total amount of drilling performed	EM-SV-000.C	Not Reported
Total number of hours worked by all employees	EM-SV-000.D	Page 38

GRI Data Table

GRI Content Index

Statement of Use	NESR has reported the information cited in this GRI content index for the period January 1, 2025 through December 31, 2025, with reference to the GRI Standards and all sites under NESR operational control, unless otherwise noted.
GRI Standard Used	GRI 1: Foundation 2021 and GRI 11: Oil and Gas Sector

Disclosure	Description	Location, Reference or Data
GRI 2: General Disclosures		
2-1	Organizational Details	2025 10-K
2-2	Entities Included in the Organization's Sustainability Reporting	2025 10-K
2-3	Reporting Period, Frequency & Contact	January 1-December 31 2025, Reported Annually, Esg@nesr.com
2-4	Restatements of Information	Not Applicable
2-5	External Assurance	2025 10-K
2-6	Activities, Value Chain, and Other Business Relationships	Page 5
2-7	Employees	Page 26
2-8	Workers Who are not Employees	Page 26
2-9	Governance Structure & Composition	Page 43
2-10	Nomination and Selection of the Highest Governance Body	Page 46
2-11	Chair of the Highest Governance Body	Page 43
2-12	Role of the Highest Governance Body in Overseeing the Management of Impacts	Page 43

2-13	Delegation of Responsibility for Managing Impacts	Page 46
2-14	Role of the Highest Governance Body in Sustainability Reporting	Page 46
2-15	Conflicts of Interest	Page 51
2-16	Communication of Critical Concerns	Page 25 , Page 50
2-17	Collective Knowledge of the Highest Governance Body	2025 10-K
2-18	Evaluation of the Performance of the Highest Governance Body	2025 10-K
2-19	Remuneration Policies	2025 10-K
2-20	Process to Determine Remuneration	2025 10-K
2-21	Annual Total Compensation Ratio	2025 10-K
2-22	Statement on Sustainable Development Strategy	Page 9
2-23	Policy Commitments	Pages 49 - 52
2-24	Embedding Policy Commitments	Page 25 , Page 50
2-25	Processes to Remediate Negative Impacts	Page 25 , Page 50
2-26	Mechanisms for Seeking Advice and Raising Concerns	Page 25 , Page 50
2-27	Compliance with Laws and Regulations	Page 22, Page 49 - 53
2-28	Membership Associations	Not Reported
2-29	Approach to Stakeholder Engagement	2025 10-K
2-30	Collective Bargaining Agreements	Page 51

GRI Data Table

Disclosure	Description	Location, Reference or Data
GRI 3: Material Topics		
3-1	Process to Determine Material Topics	2025 10-K
3-2	List of Material Topics	2025 10-K
3-3	Management of Material Topics	2025 10-K
GRI 201: Economic Performance 2016		
201-1	Direct Economic Value Generated and Distributed	2025 10-K
201-2	Financial Implications and Other Risks & Opportunities Due to Climate Change	2025 10-K
GRI 202: Market Presence 2016		
202-2	Proportion of Senior Management Hired from the Local Community	Page 26
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure Investments and Services	\$2.2M
203-2	Significant Indirect Economic Impacts	Not Reported
GRI 204: Procurement Practices 2016		
204-1	Proportion of Spending on Local Suppliers	Page 40
GRI 205: Anti-Corruption 2016		
205-1	Operations Assessed for Risks Related to Corruption	Page 50
205-2	Communication and Training About Anti-Corruption Policies & Procedures	Page 50
205-3	Confirmed Incidents of Corruption and Actions Taken	Not Reported

GRI 206: Anti-Competitive Behavior 2016		
206-1	Legal Actions for Anti-Competitor Behavior, Anti-Trust, and Monopoly Practices	2025 10-K
GRI 207: Tax 2019		
207-1	Approach to Tax	Page 55 - Page 56
207-2	Tax Governance, Control & Risk Management	Page 55 - Page 56
207-3	Stakeholder Engagement and Management of Concerns Related to Tax	Page 55 - Page 56
207-4	Country-by-Country Reporting	Not Reported
GRI 302: Energy 2016		
302-1	Energy Consumption Within the Organization	Page 17
302-2	Energy Consumption Outside of the Organization	Not Reported
302-3	Energy Intensity	Page 17
302-4	Reduction of Energy Consumption	Page 13, Page 15, Page 17
GRI 303: Water and Effluents 2018		
303-1	Interactions with Water as a Shared Resource	Page 18
303-2	Management of Water Discharge-Related Impacts	Page 18
303-3	Water Withdrawal	Page 18
303-4	Water Discharge	Page 18
303-5	Water Consumption	Page 18

Disclosure	Description	Location, Reference or Data
GRI 304: Biodiversity 2016		
304-1	Operational Sites Owned, Leased, Managed In, or Adjacent to, Protected Areas and Areas of High Biodiversity Value Outside Protected Areas	Not Reported
304-2	Significant Impacts of Activities, Products, and Services on Biodiversity	Not Reported
304-3	Habitats Protected or Restored	Not Reported
304-4	IUCN Red List Species and National Conservation List Species with Habitats in Areas Affected by Operations	Not Reported
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG Emissions	Page 14
305-2	Energy Indirect (Scope 2) GHG Emissions	Page 14
305-3	Other Indirect (Scope 3) GHG Emissions	NESR has initiated the tracking and mapping of Scope 3 value chain emissions. Data capture is currently in progress, with disclosure planned in a future reporting period
305-4	GHG Emissions Intensity	Page 14
305-5	Reduction of GHG Emissions	Page 15
305-6	Emissions of Ozone-Depleting Substances	Not Reported
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not Reported
GRI 306: Waste 2020		
306-1	Waste Generation and Significant Waste-Related Impacts	Page 19
306-2	Management of Significant Waste-Related Impacts	Page 19
306-3	Waste Generated	Page 19
306-4	Waste Diverted from Disposal	Page 19
306-5	Waste Directed to Disposal	Page 19

GRI 306: Effluents and Waste 2016		
306-3	Significant Spills	Page 20
GRI 308: Supplier Environmental Assessment 2016		
308-1	New Suppliers that were Screened Using Environmental Criteria	Page 41
308-2	Negative Environmental Impacts in the Supply Chain and Action Taken	Not Reported
GRI 401: Employment 2016		
401-1	New Employee Hires and Employee Turnover	Page 26 - 27
401-2	Benefits Provided to Full-Time Employees that are not Provided to Temporary or Part-Time Employees	Not Reported
401-3	Parental Leave	Not Applicable
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational Health & Safety Management System	Page 22, Page 33 - 34
403-2	Hazard Identification, Risk Assessment, and Incident Investigation	Page 31, Page 32, Page 36
403-3	Occupational Health Services	Page 37
403-4	Worker Participation, Consultation, and Communication on Occupational Health & Safety	Page 31 - 32
403-5	Worker Training on Occupational Health & Safety	Page 33
403-6	Promotion of Worker Health	Page 37
403-7	Prevention & Mitigation of Occupational Health & Safety Impacts Directly Linked by Business Relationships	Page 32, Page 40
403-8	Workers Covered by an Occupational Health & Safety Management System	Page 32 - 33
403-9	Work-Related Injuries	Page 32
403-10	Work-Related Ill Health	Not Reported

Disclosure	Description	Location, Reference or Data
GRI 404: Training and Education 2016		
404-1	Average Hours of Training per Year per Employee	Page 30
404-2	Programs of Upgrading Employee Skills and Transition	Page - 30, Page 37
404-3	Percentage of Employees Receiving Regular Performance and Career Development Reviews	Page 27
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of Governance Bodies & Employees	Page 28 - 29
405-2	Ratio of Basic Salary and Remuneration	Not Reported
GRI 406: Non-Discrimination 2016		
406-1	Incidents of Discrimination and Corrective Actions Taken	Not Reported
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and Suppliers in which the Right to Freedom of Association and Collective Bargaining may be At Risk	Page 24, Page 40
GRI 408: Child Labor		
408-1	Operations and Suppliers at Significant Risk for Incidents of Child Labor	Page 39, Page 40
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and Suppliers at Significant Risk for Incidents of Forced or Compulsory Labor	Page 39, Page 40

GRI 410: Security Practices 2016		
410-1	Security Personnel Trained in Human Rights Policies or Procedures	Not Reported
GRI 411: Rights of Indigenous Peoples		
411-1	Incidents of Violations Involving Rights of Indigenous Peoples	Not Reported
GRI 413: Local Communities 2016		
413-1	Operations with Local Community Engagement, Impact Assessments, and Development Programs	Not Reported
413-2	Operations with Significant Actual and Potential Negative Impacts on Local Communities	Not Reported
GRI 414: Supplier Social Assessment 2016		
414-1	New Suppliers that were Screened Using Social Criteria	Page 41
414-2	Negative Social Impacts in the Supply Chain and Actions Taken	Page 40, Page 41
GRI 415: Public Policy 2016		
415-1	Political Contributions	Page 52

Nasdaq Ref.	Category	Metric / Disclosure Requirement	Report Section / Response
Environment			
E1		Greenhouse Gas (GHG) Emissions	
E1-A	Greenhouse Gas (GHG) Emissions	Scope 1: Direct GHG emissions. Direct GHG emissions occur from sources that are owned or controlled by the company, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.; emissions from chemical production in owned or controlled process equipment.	Page 14
E1-B	Greenhouse Gas (GHG) Emissions	Scope 2: Indirect Energy GHG emissions. Scope 2 accounts for GHG emissions from the generation of purchased energy consumed by a company. Purchased energy is defined as energy that is purchased or otherwise brought into the organizational boundary of the company. Scope 2 emissions physically occur at the facility where energy is generated.	Page 14
E1-C	Greenhouse Gas (GHG) Emissions	Scope 3: Other indirect GHG emissions. Scope 3 allows for the treatment of all other indirect emissions. Scope 3 emissions are a consequence of the activities of the company, but occur from sources not owned or controlled by the company. Some examples of scope 3 activities are extraction and production of purchased materials; transportation of purchased fuels; and use of products and services.	Not Reported
E2		Emissions Intensity	
E2-A	Emission Intensity	Quantity of GHG emission the company emits per MN. \$ of revenue produced.	Page 14
E2-B	Emission Intensity	Quantity of non-GHG emission the company emits per MN. \$ of revenue produced.	Not reported
E3		Energy Usage	
E3-A	Energy Usage	Direct Energy consumption. Measures the total amount of direct energy usage by a company or corporate enterprise.	Page 17
E3-B	Energy Usage	Indirect Energy consumption. Measures the total amount of indirect energy usage by a company or corporate enterprise.	Page 17
E4		Energy Intensity	
E4-A	Energy Intensity	Direct energy consumed annually per square meter.	Not Reported
E4-B	Energy Intensity	Direct energy consumed annually per full-time employee	Page 17

Nasdaq Ref.	Category	Metric / Disclosure Requirement	Report Section / Response
E5		Energy Mix	
E5-A	Energy Mix	Cite Primary Energy Source in majority of direct usage	Page 17
E5-B	Energy Mix	Cite Secondary Energy Source of direct usage	Page 17
E5-C	Energy Mix	Cite Third Energy Source of direct usage	Page 17
E6		Water Usage	
E6-A	Water Usage	Water consumed in cubic meters	Page 18
E6-B	Water Usage	Water recycled or reclaimed in cubic meters	Page 18
E7		Environmental Operations	
E7-A	Environmental Operations	Does the company publish and follow an environmental policy?	Yes
E7-B	Environmental Operations	Does the company follow specific waste, water, energy and/or recycling policies?	Yes
E7-C	Environmental Operations	Does the company use a recognized energy management system? (Example ISO 50001)	Page 22
E8		Environmental Oversight	
E8-A	Environmental Oversight	Does the Board/Management Team oversee and/or manage climate-related risks?	Yes
E9		Environmental Oversight	
E9-A	Environmental Oversight	Does the Board/Management Team oversee and/or manage sustainability issues?	Yes
E10		Climate Risk Mitigation	
E10-A	Climate Risk Mitigation	Total amount invested annually in climate-related infrastructure, resilience and product development	\$ 8.2 Mn.

Nasdaq Ref.	Category	Metric / Disclosure Requirement	Report Section / Response
E11		Waste Management	
E11-A	Waste Management	What is the company's total amount of waste	Page 19
E11-B	Waste Management	What is the company's total amount of Hazardous waste.	Page 19
E11-C	Waste Management	What is the amount of Recycled waste within the company.	Page 19
		Social	
S1		CEO Pay Ratio	
S1-A	CEO Pay Ratio	Median Compensation of Full-Time Employee/CEO Compensation	1:59
S1-B	CEO Pay Ratio	Does the company report this metric in regulatory filings?	Yes
S2		Gender Pay Ratio	
S2-A	Gender Pay Ratio	Median Male Salary to Median Female Salary	Not Reported
S3		Employee Turnover	
S3-A	Employee Turnover	Full-time Employees turnover ratio	Page 27
S3-B	Employee Turnover	Contractors and Consultants turnover ratio	Not Reported
S3-C	Employee Turnover	Part-Time Employees turnover ratio	Not Reported
S4		Gender Diversity	
S4-A	Gender Diversity	Full-time Employees gender diversity	Page 28
S4-B	Gender Diversity	Entry- and Mid-level positions gender diversity	Page 28
S4-C	Gender Diversity	Senior- and Executive-level positions gender diversity	Page 28

Nasdaq Ref.	Category	Metric / Disclosure Requirement	Report Section / Response
S5		Contractors, Consultants and Part-Time Worker Ratio	
S5-A	Contractors, Consultants and Part-Time Worker Ratio	Total # Part-Time Employees/Total # Employees	Page 26
S5-B	Contractors, Consultants and Part-Time Worker Ratio	Total # Contractors and Consultants /Total # Employees	Page 26
S6		Non-Discrimination Policy	
S6-A	Non-Discrimination Policy	Does the company follow a sexual harassment and/or a non-discrimination policy?	Page 25
S7		Injury Rate	
S7-A	Injury Rate	Total number of injuries relative to total workforce	Page 32
S8		Global Health & Safety Policy	
S8-A	Global Health & Safety Policy	Does the company follow a policy for occupational and/or global health & safety?	Page 31
S9		Child & Forced Labor Policy	
S9-A	Child & Forced Labor Policy	Does the company follow a child and/or forced labor policy?	Page 24
S10		Human Rights Policy	
S10-A	Human Rights Policy	Does the company follow a Human Rights Policy?	Page 24
S11		Sick Leave	
S11-A	Sick Leave	Sickness absence among employees (Days per FTE)	Not Reported
S12		Employee Training	
S12-A	Employee Training	Are there any employee training/career programs in place?	Page 30

Nasdaq Ref.	Category	Metric / Disclosure Requirement	Report Section / Response
GOVERNANCE			
G1		Board-Diversity	
G1-A	Board-Diversity	Total Board seats occupied by women	Page 43
G1-B	Board-Diversity	Committee Chairs occupied by women	Page 43
G2		Board Independence	
G2-A	Board Independence	Is the CEO allowed to act as Chairman on the Board?	Yes
G2-B	Board Independence	Total Board seats occupied by Independents	Page 43
G3		Incentivized Pay	
G3-A	Incentivized Pay	Are company executives formally incentivized to perform on ESG metrics?	Yes
G4		Collective Bargaining	
G4-A	Collective Bargaining	Total enterprise headcount covered by collective bargaining agreement(s)	Not Reported
G5		Supplier Code of Conduct	
G5-A	Supplier Code of Conduct	Are the company's vendors or suppliers required to follow a code of conduct?	Page 39 - 40
G6		Ethics & Anti-Corruption	
G6-A	Ethics & Anti-Corruption	Does the company follow an Ethical and/or Anti-Corruption policy?	Page 50
G7		Data Privacy	
G7-A	Data Privacy	Does the company follow a Data Privacy Policy?	Page 57 - 59
G7-B	Data Privacy	Has the company taken steps to comply with GDPR rules?	No

Nasdaq Ref.	Category	Metric / Disclosure Requirement	Report Section / Response
G8		Sustainability Report	
G8-A	Sustainability Report	Did the company release a Sustainability Report for its latest fiscal year?	Yes
G8-B	Sustainability Report	Is sustainability data included in the company's regulatory filings?	Yes
G9		Disclosure practices	
G9-A	Disclosure practices	Does the company publish a Global Reporting Initiative disclosure (GRI)?	Yes
G9-B	Disclosure practices	Does the company publish a Carbon Disclosure Project disclosure (CDP)?	Not Reported
G9-C	Disclosure practices	Does the company publish Sustainability Accounting Standards Board disclosure (SASB)?	Yes
G9-D	Disclosure practices	Does the company publish an International Integrated Reporting Council disclosure (IIRC)?	Not Reported
G9-E	Disclosure practices	Does the company focus on specific UN Sustainable Development Goals (SDGs)?	Yes
G9-F	Disclosure practices	Does the company focus on Task Force on Climate-Related Financial Disclosures (TCFD)?	Not Reported
G10		External Validation Assurance	
G10-A	External Validation Assurance	Are company's ESG disclosures third-party assured or validated	No
G11		Tax Transparency	
G11-A	Tax Transparency	Does the company publish and follow a tax policy?	Page 55
G11-B	Tax Transparency	Does the company have a Whistle-blower Program?	Page 50
G11-C	Tax Transparency	Has the company signed up for the Modern Slavery Act?	Page 39

Disclaimer & Forward Looking Statements



This ESG Report contains forward-looking statements that may state the Company's or its management's intentions, beliefs, expectations or predictions for the future. Such forward-looking statements are subject to certain risks, uncertainties and assumptions, and typically can be identified by the use of words such as "will," "may," "could," "expect," "estimate," "anticipate," "forecast," "plan," "believe" and similar terms.

Although **NESR** believes that its expectations are reasonable, it can give no assurance that these expectations will prove to be correct, and actual

results may vary materially. Factors that could cause actual results to differ from those implied by the forward-looking statements include, but are not limited to, challenges, assumptions, and methodological considerations associated with **NESR's** various sustainability aspirations and efforts, as well as the Risk Factors set forth in our most recent Annual Report on Form 10-K, and current reports and other filings with the Securities and Exchange Commission.

This report has been reviewed internally by subject matter experts, with oversight from the Board. While we aim to update this report annually, following the availability of data for the most recently completed fiscal year, we cannot guarantee that future years' reports will cover the same topics or apply the same methodologies or assumptions used in this report, given that priorities and methodologies in this space continue to evolve.

Moreover, **NESR** undertakes no obligation, and expressly disclaims any duty, to update or revise any forward-looking statements, whether

as a result of new information, future events or otherwise, except as required by law.

In addition, historical, current, and forward-looking environmental and social-related statements may be based on standards and metrics for measuring progress, as well as standards for the preparation of any underlying data for those metrics, that are still developing and internal controls and processes that continue to evolve; while these are based on expectations and assumptions believed to be reasonable at the time of preparation, they should not be considered guarantees. Moreover, **NESR's**

disclosures based on any standards may change due to revisions in framework requirements, availability of information, changes in **NESR's** business or applicable governmental policies, or other factors, some of which may be beyond **NESR's** control.

The terminologies and taxonomies associated with some of our activities, including the extent to which activities can be characterized as "green," "sustainable," or "renewable" in nature, or similar terms, may be subject to interpretation, reinterpretation and regulation in the future, and there can be no guarantee that our interpretation

Disclaimer & Forward Looking Statements

of such terminologies and taxonomies will be consistent with how such matters are characterized in the future. To the extent we change, or are required to change, our approach or process for measuring our responses to climate- or other sustainability-related matters, or our disclosures and other statements regarding our products and/or operations, it may materially impact our progress on our sustainability efforts or profile.

The events, scenarios, and efforts discussed in this report, including both forward-looking statements and other statements, may be

significant; however, the inclusion of such statements is not an indication that these contents are necessarily material for the purposes of complying with or reporting pursuant to the U.S. federal securities laws and regulations, even if **NESR** uses the word “material” or “materiality” in this document in relation to those statements or in other materials that **NESR** may release from time to time in connection with the matters discussed herein.

Moreover, given the uncertainties, estimates and assumptions required to make some of the disclosures in this report, and the timelines

involved, materiality is inherently difficult to assess far in advance. In addition, given the inherent uncertainty of the estimates, assumptions and timelines contained in this report, we may not be able to anticipate in advance whether or the degree to which **NESR** will or will not be able to meet its plans, targets or goals.

Website and policy references throughout this document are provided for convenience only, and the content on the referenced websites and/or policies is not incorporated by reference into this document.



*ESG framework data (GRI, SASB & NASDAQ) are comprised of **NESR** self-reporting, and are not assured or endorsed by any third party or standard body.*

Please reach out to esg@nesr.com for any questions or feedback on the data reported.





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