SUSTAINABILITY REPORT

2024

TABLE OF CONTENTS

TO OUR VALUED SHAREHOLDERS

I am proud to share with you the second Sustainability Report for Nine Energy Service (Nine). Throughout 2024, the cadence of our progress has steadily continued, reflecting our ongoing commitment to operating in a safe and responsible manner.

Data plays a central role in our sustainability efforts. It measures, guides and even inspires our efforts. Last year, we focused on developing a strategic roadmap and underlying framework for refining the quality, broadening the scope and streamlining the collection of our data regarding the key Environmental, Social and Governance (ESG) issues crucial to our company and stakeholders. Our comprehensive and frequent assessments span water management, employee health and safety, waste and chemical management, Scope 1 and 2 greenhouse gas (GHG) emissions inventories, supply chain management and corporate ethics.

Our pursuit to understand the nuances of our impact thus far has allowed us to fine-tune our strategies for sustainability across our operations. We strive to focus on meaningful opportunities to help advance our progress.

This is our second Sustainability Report, but sustainability has long been a fundamental pillar of how we conduct our business. Operating responsibly and with integrity as stewards of the environment, investing in innovations that promote efficiency and preserving the health and safety of our employees—are fundamental to our definition of success. They are its hallmarks.

Thank you for your continued support as we endeavor to make a positive impact on all stakeholders and we look forward to sharing our progress with you.

Ann Fox
President and Chief Executive Officer

THIS IS OUR SECOND SUSTAINABILITY REPORT, BUT SUSTAINABILITY HAS LONG BEEN A FUNDAMENTAL PILLAR OF HOW WE CONDUCT OUR BUSINESS.

OVERVIEW OF NINE'S OPERATIONS

CEMENTING

We provide cementing services, which consist of blending high-grade cement and water with various solid and liquid additives to create a cement slurry that is pumped between the casing and the wellbore of the well. Backed by four state-of-the-art, 24/7 laboratories staffed with expert technicians and equipped with the latest modeling software, we rigorously test all slurry designs to American Petroleum Institute standards and deliver high-performance, customized cement slurry solutions designed to meet the diverse downhole challenges faced by E&P operators. Our twin-pumping units, built with full system redundancy, minimize downtime, eliminate the need for backup units and enhance operational reliability.

COMPLETION TOOLS

Our technology delivers advanced downhole solutions for multistage completions, featuring a robust portfolio of composite, hybrid and dissolvable frac plugs. Each of these plugs are tailored for plug-and-perf operations for the full spectrum of wellbore conditions, including traditional and long-range applications. Complementing this core offering are a wide range of unconventional open-hole and cemented completion tools, as well as multi-cycle barrier valve technology for international conventional markets. Our systems minimize equipment needs, reduce stimulation time and enable precise zonal treatment.
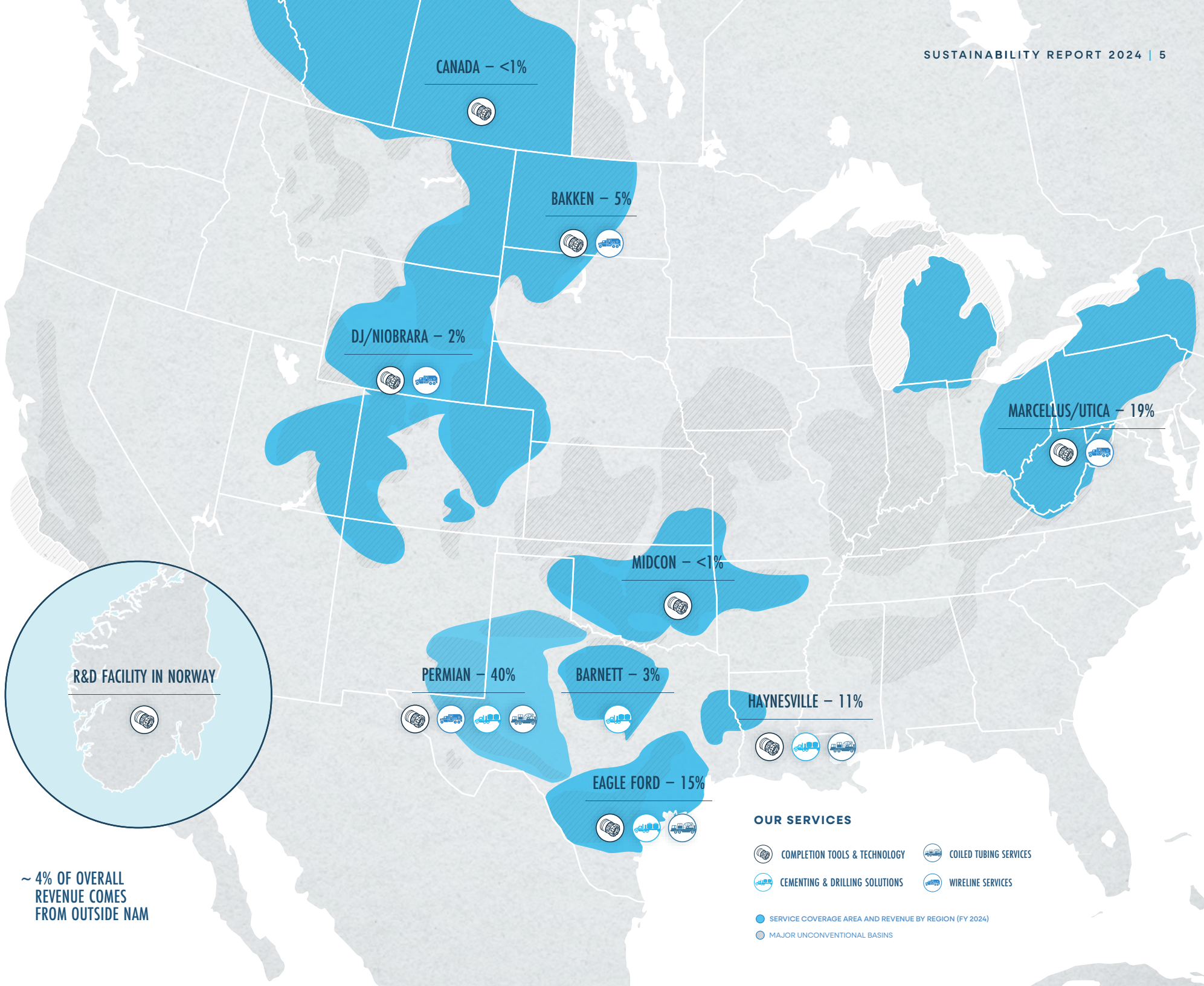
WIRELINE

We provide wireline services, the majority of which consist of plug-and-perf completions, which is a multistage well completion technique for cased-hole wells that consists of deploying perforating guns and isolation tools to a specified depth. We accommodate jobs that require advanced solutions for well completion, intervention and pipe recovery using a fleet of modern, purpose-built cased hole wireline units tailored for unconventional operations and long lateral completions. Nine's wireline offering includes innovative technologies that improve reliability, operational excellence and environmental factors. These factors include the conversion of several hydraulic wireline units to electric, and our Coated Line wireline technology that minimizes injector oil usage and pump down fluid requirements, improving efficiency and depth reach.

COILED TUBING

We offer coiled tubing, which consists of wellbore intervention solutions using continuous steel pipe deployed into live wells, thereby minimizing formation damage and enhancing safety. Capable of performing a wide range of services, our fleet includes "extended reach" units that can access total measured depths beyond 27,000 feet, lateral lengths over 12,500 feet and a diverse range of diameters. Each unit is equipped with advanced data acquisition and dissemination technology to enable real-time job monitoring via a web interface.

CANADA – <1%

BAKKEN – 5%

DJ/NIOBRARA – 2%

MARCELLUS/UTICA – 19%

MIDCON – <1%

PERMIAN – 40%

BARNETT – 3%

HAYNESVILLE – 11%

EAGLE FORD – 15%

R&D FACILITY IN NORWAY

~ 4% OF OVERALL REVENUE COMES FROM OUTSIDE NAM

OUR SERVICES

- COMPLETION TOOLS & TECHNOLOGY
- COILED TUBING SERVICES
- CEMENTING & DRILLING SOLUTIONS
- WIRELINE SERVICES

- SERVICE COVERAGE AREA AND REVENUE BY REGION (FY 2024)
- MAJOR UNCONVENTIONAL BASINS

ABOUT THIS REPORT

This 2024 Sustainability Report serves as an update to our inaugural sustainability report published on November 21, 2023. The topics covered in the 2023 Sustainability Report were based on a Sustainability Priority Assessment (SPA) that was used to determine internal and external stakeholder priorities, risks and opportunities that may impact our business. The 2023 Sustainability Report covered a broad range of topics, including ESG issues that the ESG Committee identified as most relevant per the SPA, as well as additional general information about how ESG plays a role within the context of Nine's operations. This 2024 Sustainability Report is focused primarily on expanding upon the 2023 Sustainability Report for ESG topic areas where there were significant activities, updates or improvements made in 2024.

ENVIRONMENT

ENVIRONMENT

Nine's GHG Emissions Management Improvement Framework and Roadmap

STRATEGIC APPROACH TO EMISSIONS MANAGEMENT IMPROVEMENTS

In 2023, Nine worked with external consultants to develop a systematic roadmap for our ESG strategy. This included, but was not limited to identifying, calculating and understanding our GHG emissions, as well as a path forward on how to improve both our internal operations in relation to ESG, as well as our external reporting, while remaining aligned with Nine's overall business strategy. Additional GHG emissions-specific activities included identifying key software and data optimization opportunities for maintaining emission data collection and conducting workshops with key internal stakeholders to target emission reduction opportunities for consideration.

In 2024, Nine's ESG committee, in consultation with corporate and operational leadership, further developed and refined our GHG emissions management strategy to align with Nine's values and priorities. This resulted in an internal framework for the continuous improvement of Nine's GHG emissions data management practices and systems, increasing the granularity of the GHG emissions data we capture through the incorporation of asset-level GHG emissions data, and a methodology for determining, prioritizing and implementing future GHG emissions reduction projects. The initial primary focus will be on optimizing data processes that, when complete, will then ultimately enable Nine to begin implementing and monitoring emissions reduction efforts for Scope 1 GHG emissions.

SUSTAINABILITY REPORT 2024 | 10

COMPONENTS OF OUR EMISSIONS STRATEGY

Development of the data processes and digital infrastructure necessary to support future GHG reduction efforts

Before GHG emissions reduction projects can begin and be effectively implemented, we first need robust, mature and streamlined data processes and digital infrastructure in place to appropriately track our GHG emissions reduction efforts and make meaningful decision-making inferences from the data.

Our current GHG emissions data management process includes the use of data that enables GHG emissions calculations down to the service line-level. To truly understand where the most impactful opportunities are for GHG emissions reduction efforts, and to be able to effectively monitor those efforts, we must first develop an asset-level data framework for GHG emissions calculations. To fully understand where these asset-level data and process gaps exist, assets should be grouped by type, with the data inputs and needs required to calculate GHG emissions defined for each asset type. For certain asset types, multiple calculation pathways may be identified with different data requirements and corresponding accuracies. With an asset-level data framework defined, gaps can be identified and processes can be optimized accordingly.

A more exhaustive evaluation of all data sources and processes involved for Scope 1 sources of GHG emissions is needed to calculate emissions down to the asset level. This evaluation includes conducting assessments such as:

» A gap analysis to determine what types of data we need to furnish asset-level GHG emissions data inputs, where and how much of that data exists in our systems and what types of process changes may be required to compile available data or generate the necessary data.

» In-depth mapping of all Nine systems and operational processes that are known to be or have the potential to be directly or peripherally associated with GHG emissions data pipelines. We want to see where the utilization of systems and processes that we currently use in our service line-level GHG data management can be expanded and/or optimized, and where systems and processes we do not currently use for GHG management can be included, to support updating our GHG emissions data pipelines where asset-level GHG data calculations are possible.

With the data processes that enable asset-level GHG data management understood, Nine can determine where it is feasible to change/optimize our existing systems and/or data processes to enable an asset-level data framework.

» This will be designed with a phased "continuous improvement" approach such that we can move forward without *all* asset types included upfront. Some asset types may be more readily available for inclusion in an asset-level data framework, while others will remain grouped in with the "service-level data framework" until work is complete to include additional asset types in the higher-granularity GHG emissions calculation processes.

» This data optimization process can be done in tandem with work to increase the confidence and auditable integrity of the data through efforts to standardize how the raw data is input and formatted across all service lines.

Once the systems and/or data processes are optimized to enable asset-level GHG data management, we can design and implement an enhanced GHG data management and calculation process.

» Consolidate where and streamline how the raw data is compiled and GHG emissions are calculated.

» This will involve pulling all data inputs into one system where most, or all, calculations can be done automatically and allow at least quarterly monitoring of all asset-level GHG emissions data.

» Utilize new calculations where more granular data is available for asset-level GHG emissions management, for example: per-asset GHG emissions calculations based on specific engine or vehicle specifications, asset-specific fuel consumption quantities and asset-specific mileage or engine hour activity.

Determination and implementation of GHG emissions reduction projects

Nine's framework for the improvement of our GHG emissions management also provides a strategic approach for the selection, prioritization, and execution of GHG emissions reduction projects—following establishment of data processes that support more granular, asset-level tracking of GHG emissions. There are four primary categories of GHG emissions reduction opportunities outlined in our framework for Nine to focus our strategy on, including: equipment and infrastructure investments, process changes, purchasing changes, and cultural changes.

Opportunities that the ESG Committee determines are aligned with Nine's values and overall business strategy will go through a business case analysis for further review to decide which GHG emissions reduction projects to pursue and how to prioritize them. The business case analysis will include analyzing the potential opportunities based on criteria such as cost, impact on GHG emissions, operational impact, governance impact, and social impact.

Our framework then outlines methodology for rating the potential emissions reduction opportunities according to feasibility of implementation, anticipated timeframes involved from execution to ROI, and overall significance to the company and relevant stakeholders. These ratings can then be used to determine which opportunities to pursue and how to prioritize their implementation.

2024 PROGRESS

» Developed strategic framework and roadmap for the improvement of Nine's GHG emissions management.

» Completed in-depth data mapping assessment of Nine systems and processes currently utilized under the existing "service line-level data framework" and data gap analysis to determine what data is necessary for transition to an "asset-level data framework". Began the process of grouping assets into asset-type categories and identifying where data resides for asset-level GHG source data for each across all Nine systems.

» Vetted multiple dedicated GHG data management platforms and made selection based on balance of cost, minimal ongoing hands-on maintenance, emission factor library availability, calculation capabilities and ability to integrate with our systems providing source data and systems that provide advanced data warehousing/dashboarding functionalities.

» Completed internal report that identifies the first batch of potential GHG emissions reduction opportunities for future business case analyses following completion of GHG emissions data infrastructure and process optimization work.

ENVIRONMENT

Nine's Roadmap for an Integrated Waste & Materials Management Program

UNIFYING WASTE & MATERIALS MANAGEMENT

In 2023 and 2024, Nine conducted a detailed evaluation of waste & materials (W&M)-related feedback received from stakeholders from our 2022-2023 Sustainability Priority Assessment (SPA). This evaluation focused on identifying opportunities for improving Nine's W&M management processes, the challenges involved, and high-level actions Nine should take to implement improvements.

Many of the opportunities identified in this evaluation are related to Nine's legacy practices for primarily handling W&M management locally per district. Due to the significant differences in the types of operations and jurisdictional requirements across Nine's service lines and district facilities, each district has historically been responsible for deciding how the specifics of its W&M management processes should be carried out in accordance with general procedural requirements detailed in our HSE Manual, while Nine's HSE department provides as-needed support. The focus areas for improving our W&M management program are thus rooted in the fundamental objective to centralize and streamline the underlying management processes.

Nine's HSE department and ESG Committee collaborated to develop a comprehensive plan in 2024 for updating our W&M management practices. Opportunities were identified to improve the underlying infrastructure of our W&M management program by more explicitly setting process and procedure requirements at the corporate level specific to the various types of operations and regulatory jurisdictions that Nine covers. By shifting the primary responsibility of determining, overseeing and tracking the required W&M management processes from a district-by-district basis to the corporate HSE management level, Nine aims to:

» Take organizational burden off local district teams by providing them with proactive support so they can focus more on consistently executing the processes for W&M management and less on figuring out what needs to be done, while the processes are primarily set at the corporate level. A regular feedback loop between corporate and district teams can be utilized to refine the processes as operations and/or regulations change.

» Remove ambiguity at the local level regarding what needs to be done for ongoing compliance with W&M regulatory requirements.

» Better track W&M-related documentation and data at the corporate level to ensure all districts are following necessary requirements; identify where extra attention is required and flag potential issues; and ultimately enable the development of W&M storage and disposal metrics company-wide, per service line and per district.

» Use the improvements made to the W&M management processes as a jumping off point for similar follow-up improvements to be made to Nine's other environmental programs.

COMPANY-WIDE WASTE & MATERIALS ASSESSMENT AND INVENTORY

Nine's HSE Manual currently stipulates that each district is responsible for managing how its W&M storage, handling, disposal, tracking and regulatory compliance is performed in accordance with general requirements set by the HSE department. Due to the segmentation of methodologies used per district, it is difficult to track all of this centrally and requires extra effort to incorporate site-specific process knowledge when the HSE department performs corporate environmental audits at the districts.

In order for W&M management across all of Nine's operations to be centralized, HSE department staff need to prepare an inventory of the W&M stored at all districts and perform an assessment of the districts related management practices based on a standard approach across all districts. This will serve as a baseline for Nine to confirm the following in accordance within the parameters of a shared methodology:

» What types and how much W&M is present at all of our facilities.

» How W&M are currently stored, handled, disposed, documented and tracked, reported and permitted or registered compared against best practices and relevant regulatory requirements.

» Where there are opportunities for improvement that can be strategically driven by the HSE department and implemented by local districts.

After this is completed across the entire company, the results can be compared and the per-service line methodologies refined for completing them regularly at the local district level—with periodic accountability audits by the HSE department—going forward.

WASTE DISPOSAL AND EMERGENCY RESPONSE MSA PARTNERSHIPS

Creation of key Master Services Agreement (MSA) partnerships with select vendors that can handle disposal of Nine's hazardous and industrial wastes and emergency response cleanups for multiple districts will enable management of these activities centrally, which will provide significant benefits such as:

» Providing consistency and streamlined coordination for utilizing these services in a reliable and timely manner.

» Nine's HSE department and districts will be able to create familiarity with a small number of waste disposal and emergency response companies, allowing for Nine and MSA partners to gain in-depth understandings of each other's various operations.

» MSA partners that regularly provide disposal for Nine's commonly generated hazardous and industrial waste streams can utilize existing waste characterization and waste profile documentation in many instances, reducing redundant activities required with multiple one-off disposal services that can be delayed when new waste characterizations and/or profiling is required every time.

ENVIRONMENTAL RISK ASSESSMENTS

Performance of environmental risk assessments for Nine's districts are necessary to inform how certain aspects of W&M management processes need to be conducted at districts based on the sensitivity of potential environmental receptors. In-depth desktop review of environmental datasets covering Nine's facilities and surrounding areas, paired with information gathered during the on-site W&M Assessments at our facilities, can be used to develop an environmental risk register for each district. These risk registers can then be used to inform the types of administrative and engineering controls applied at our districts.

WASTE & MATERIALS MANAGEMENT PLANS AND SOPS

A W&M management plan specific to each service line will enable districts to understand and follow W&M processes and procedures relevant to their particular operations, both at the facilities and in the field. Standard operating procedures (SOPs) for the necessary W&M management processes identified during the company-wide W&M assessment will be developed, addressing procedures for things such as W&M storage, handling, disposal, inventorying, reporting and more.

Additionally, all W&M management-related regulatory compliance requirements relevant to each district will be included within an environmental compliance register within Nine's HSE management platform, EHS Insight, that includes all applicable regulatory references and requirements for maintaining compliance.

Each district will have a version of their service line-specific W&M management plan that includes items such as:

» Regulatory, process and administrative, and engineering control requirements common across all of the service line's districts.

» Any regulatory, process and administrative, and engineering control requirements that are specific to individual districts, if applicable. For example: certain SOPs will include varying levels of administrative and/or engineering controls required for a district based on the level of environmental risk posed by a facility's location and operations, as informed by the environmental risk assessment. The relevant level of controls required for a district will be included in that district's W&M management plan.

» References to all the SOPs relevant to a particular district.

» Reference to the environmental risk register and W&M management regulatory compliance register relevant to a particular district.

A W&M MANAGEMENT PLAN SPECIFIC TO EACH SERVICE LINE WILL ENABLE DISTRICTS TO UNDERSTAND AND FOLLOW W&M PROCESSES AND PROCEDURES RELEVANT TO THEIR PARTICULAR OPERATIONS, BOTH AT THE FACILITIES AND IN THE FIELD.

ADDITIONAL HSE MANAGEMENT SOFTWARE MODULES

While Nine's current HSE audit protocols—which currently include various W&M-related audit items and associated Corrective and Preventative Action (CAPA) protocols as detailed in our 2023 Sustainability Report *(see Waste & Materials Management section, p. 18)*—are already managed through EHS Insight, management, monitoring and reporting for all of Nine's W&M-related processes will need to be administered centrally in EHS Insight. This enables both corporate-level HSE oversight of these processes and more consistent, detailed and streamlined management of these processes for each district.

The following modules need to be configured and utilized for central management of all W&M processes in alignment with the company-wide W&M Assessment and Inventory, waste disposal and emergency response MSA partnership information, environmental risk assessment and W&M management plans and SOPs:

Environmental Aspect and Impact Module — Manage environmental aspects and impacts per activity, and associate with relevant districts.

» Identify and track organizational activities, services and/or products that have environmental aspects associated with them (i.e. activities, services, and/or products that may impact the environment).

» Assess the impact of environmental aspects (e.g. waste generation) by assigning impact risks and scores.

» Add activity controls and tracking their implementation.

» Maintain an environmental risk register for all districts.

Chemical Management Module — Track the types and quantities of chemicals/materials that exist on-site for each district.

» Store chemical and material details along with their properties, Safety Data Sheets (SDSs) and more.

» Develop and track chemical/material inventories.

» Share with 3rd parties as necessary, such as waste disposal and emergency response vendor partners.

Waste Management Module — Track the types and quantities of waste streams that exist on-site for each district and track the shipment details of waste streams.

» Register waste streams per location and their details including preferred waste receiver and associated chemical/material property details from the Chemical Management Module.

» Track waste shipments of waste streams and their details including the waste receiver, waste transporter, amounts and costs.

» Develop, track and update waste inventories.

Permit and Compliance Task Modules — Store and manage permits, registrations, compliance plans and other actionable compliance-related documents in a centralized library; and schedule, assign and manage the completion of associated compliance tasks.

» Manage permits by maintaining versioned copies and putting each revision through a draft and/or approval process.

» Track permit/compliance document expirations, renewals and obligations by scheduling and assigning actions on recurring intervals.

» Set task reminders and escalations to hold employees accountable.

» Maintain an overall compliance register for all districts.

ENVIRONMENTAL AUDIT & EVALUATION PROTOCOL IMPROVEMENTS

While our existing annual environmental compliance audit protocol and many of our monthly, quarterly and annual HSE audit protocols cover much of the environmental information we would need related to W&M management processes, more quantitative, detailed and service line-specific audit protocols distinctly for W&M/environmental-related audit items are necessary to ensure full compliance with the processes and procedures covered by the service line W&M management plans and SOPs.

Development of new templates and audit protocols for service line-specific monthly, quarterly and annual environmental audits are necessary to oversee district-level compliance with our W&M management initiatives. These audit forms will furthermore need to be digitally integrated with our EHS Insight Audit & Inspection module (as is the case for our existing audit protocols) and the new modules described above.

HSE MANUAL W&M-RELATED POLICY UPDATES

To reflect Nine's more unified, proactive and prescriptive approach to W&M management, Nine's relevant policies in our HSE Manual need to be updated with additional details regarding considerations such as:

» Reorganized roles and responsibilities.

» Specific types of actions required for regulatory compliance.

» References to new service line-specific W&M management plans and standard operating procedures (SOPs).

» References for the use of new EHS Insight W&M management-related modules for maintaining regulatory compliance and properly documenting W&M activities.

» References for the updated service line-specific environmental audit & evaluation protocols.

» References to the environmental risk register and W&M-related regulatory compliance register in EHS Insight.

2024 PROGRESS

» Completed W&M Assessments & Inventories at three high-priority districts.

» Signed MSA with hazardous and industrial waste disposal vendor for Nine's cementing districts.

» Signed MSA with emergency response vendor that covers operations for all of Nine's Cementing, Wireline and Coiled Tubing districts.

» All additional EHS Insight modules activated and work in sandbox environment began to setup infrastructure to begin filling in information as the associated W&M management initiatives (W&M assessments & inventories, W&M management plans, etc.) are completed.

» Completed the first iteration of updates to Nine's Environmental Management Policy & Procedures document in our HSE Manual. Updated with key clarifying information to assist district staff with the details of their W&M management practices while the comprehensive service line-specific W&M management plans and SOPs are under development.

SOCIAL

SOCIAL

Driving Progress in Nine's Safety & Transportation Practices

Nine prioritized

targeted initiatives in 2024 to significantly advance the effectiveness of our safety and transportation practices. We set an aggressive roadmap that resulted in broad and meaningful advancements in how Nine takes care of our number one priority: ensuring our employees and our communities remain safe and healthy.

TRAINING & DEVELOPMENT

NEW HIRE ORIENTATION

Nine's New Hire Orientation program has been completely revamped to include updated content and a structured curriculum that integrates all relevant onboarding processes, depending on each employee's job type, for completion over a one-week period. In addition to basic HR onboarding processes that are common across all employees, employees may also be assigned:

HSE and Transportation New Hire Onboarding Orientation Trainings — Each of these onboarding orientation trainings includes fully updated baseline content plus additional information tailored for each service line and/or Nine location as applicable. Relevant employees must also complete a new operation yard practical, including a mock job simulation from pre-trip inspections to rig up and rig down with a Job Safety Analysis (JSA) safety meeting, and a new tractor/trailer safety and policy exam.

Nine Learning Management System (LMS) Course and Third-Party Training Course Assignments — The new employee's job duties and associated relevant Nine training courses for HSE, Transportation and other areas are evaluated and assigned. Additional third-party trainings may also be assigned, including: PEC/Safeland, H2S Clear, Permian United, Rigger Training, Crane Training, Forklift Training and more. These courses are then completed before training is considered complete.

After the above trainings are completed, the new employee receives all necessary personal protective equipment (PPE) and work equipment and is then established within Nine's Short-Service Employee (SSE) program.

OIL & GAS SAFETY AND HEALTH PROFESSIONAL TRAINING PROGRAM

Nine formalized the implementation of a structured, oil and gas-focused 132-hour HSE training program for each of our HSE department members who do not possess a bachelor's degree in safety. The program consists of foundational and advanced modules that provide trainees with comprehensive occupational health and safety knowledge in areas including safety management and leadership, hazard identification and control, incident and risk management, general personal and activity-specific safety, ergonomics, training development and delivery and oil & gas-specific safety management and hazard awareness/controls. The training program culminates with recognized industry certification.

LEADERSHIP DEVELOPMENT COURSES

Nine's HSE director, an HSE manager and three HSE supervisors completed leadership development courses tailored to their roles within Nine's HSE program that expanded their leadership capabilities and enabled them to maximize the collaboration and performance of their teams in alignment with company goals. These courses, taught by ex-Navy Seals and a Navy Command Master Chief, have targeted outcomes specific to each level of leadership.

Supervisor Development Course — Intensive leadership training program designed to enable frontline supervisors to:

» Lead proactively and take ownership of team outcomes.

» Build and maintain a focused, engaged and committed team.

» Maintain high standards by enforcing Standard Operating Procedures (SOPs) and aligning teams with the company's mission.

» Hold team members accountable and drive consistent performance.

» For newly promoted supervisors, make the transition from operational roles to effective leadership positions.

Manager Development Course — Immersive leadership development program tailored for current and aspiring managers that utilizes interactive labs with real-world scenario simulations and collaborative exercises. It is designed to build the practical skills and business acumen needed to lead high-performing teams and manage the financial aspects of business units. Core management and leadership competencies developed include:

» Effective team and cross-functional communication.

» Basics of profit and loss to drive financial accountability.

» Managing people, policies and performance.

» Scheduling, staffing and productivity optimization.

» Planning, executing and delivering project results.

» Delegation and assigning tasks effectively while empowering team members.

» Creating inclusive and equitable work environments.

» Holding self and others responsible for outcomes.

Director and Senior Leader Development Course — Multi-sprint leadership training course designed to transform directors and senior leaders into proactive, emotionally intelligent and strategically aligned leaders. It consists of a blended, immersive experience combining coaching, training and real-time feedback. Key learning areas and associated outcomes include:

Leading Oneself

» Understanding and managing emotions to lead effectively.

» Behavioral profiling to improve communication and team dynamics.

» Navigating and resolving workplace conflicts.

» Defining individual leadership values and commitments.

Leading Others

» Clarifying roles and responsibilities within teams.

» Intentional messaging and influence.

» Driving and managing organizational change.

» Creating high-performing, collaborative teams.

» Building a culture of integrity and inclusion.

Executive Presence

» Impromptu speaking and executive-level engagement.

» Delivering feedback that drives results.

» Cultivating teams that continuously grow and adapt.

NEW GENERAL LMS TRAINING COURSES

Following the completion of a training gap analysis, three new HSE training courses required for service line operations staff and two new Transportation courses required for all staff were added to Nine's LMS to ensure greater protection of staff against recognized hazards, including the following topics:

Line of Fire Prevention — Awareness of and procedures for avoiding the primary mechanisms that put staff at risk for enduring hazardous or potentially fatal forces, including stored energy hazards, striking hazards, crushing hazards and contact hazards.

Benzene Awareness — Awareness of benzene's context and presence in Nine's operations, benzene-related regulations and standards and the effects and exposure routes of benzene on human health and the environment. As well as, procedures for the proper handling/storage of benzene and how to avoid and control benzene exposures.

Crystalline Silica for General Industry Employees — How to protect workers from the dangers of crystalline silica dust in the context of 29 CFR 1910.1053 (OSHA's Respirable Crystalline Silica Rule for General Industry), including recognizing silica exposure risks, understanding health hazards, hazard communication methods, exposure control measures, role of a competent person and relevant OSHA medical surveillance program.

Don't Text and Drive, 8 Seconds — Awareness of the fatal consequences from only 8 seconds of distraction from texting and driving.

Wear Your Seatbelt, Room to Live — Awareness of the fatal consequences from traveling without wearing a seatbelt in a vehicle during a severe wreck versus the life-saving measures wearing a seatbelt provides while traveling in the vehicle during the same wreck.

PMVI REMEDIAL TRAINING PROGRAM

A new Preventable Motor Vehicle Incident (PMVI) Remedial Training program was instituted in 2024, stipulating all drivers involved in a PMVI must complete required remedial training tailored to the specific type of incident as a bare minimum Corrective and Preventive Action (CAPA) following the incident. These corrective action trainings are completed by applicable employees in Nine's LMS, and examples of trainings issued as part of this program in 2024 include:

» Too Fast for Conditions

» Distracted Driving

» Basic Control

CORPORATE EVACUATION WARDEN TRAINING

Nine's HSE and Compliance departments partnered to identify and train evacuation wardens for our Houston and Fort Worth corporate offices in Texas. Nine's new Corporate Evacuation Warden program is in place to ensure the safety of employees, contractors and visitors in the event of an emergency at our corporate offices. The evacuation wardens were trained on their ongoing responsibilities to prepare for potential emergencies, and their responsibilities in the event of and following an active emergency. The evacuation wardens' training included office-specific considerations for topics such as:

» Maintenance of first aid supplies, safety equipment and lines of communication.

» Monitor for hazards such as blocked exits or combustible materials.

» Plan evacuation routes, muster points and alternate evacuation wardens.

» Leading and coordinating safe evacuations during an emergency.

» Communicating with building management and emergency responders.

» Assembly/muster point procedures.

» Participation in an After Action Review to improve future responses.

POLICY, PROCEDURE, & FIELD MANAGEMENT IMPROVEMENTS

HSE FIELD PRESENCE

The HSE team prioritized an increased field presence in 2024 to evaluate, audit, coach and mentor employees. The HSE department successfully completed 361 field audits and evaluations in 2024, marking a **173% increase** from the 132 field audits completed in 2023.

2023–2024 YOY HSE Audits & Evaluations

400

361

132

0

2023   2024

■ HSE Audits & Evaluations (Count)

173% YOY INCREASE IN HSE FIELD AUDITS & EVALUATIONS
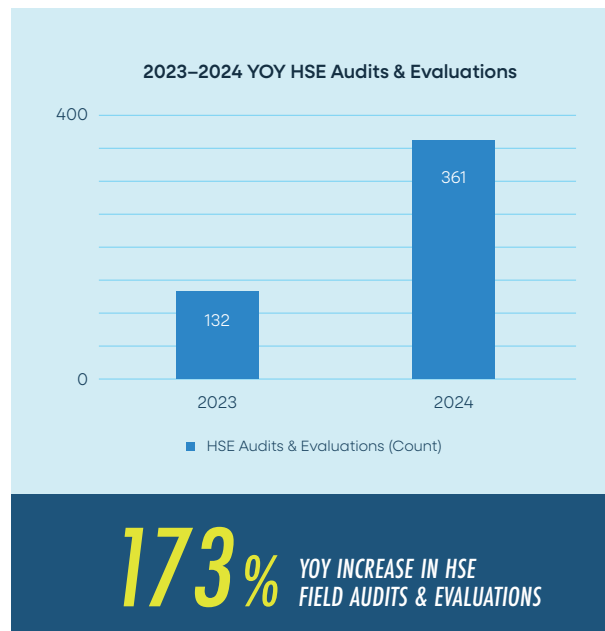
WORK OBSERVATION DATA EXPANSION

Nine's HSE Work Observation forms have been enhanced to incorporate additional types of information within dedicated data fields to enable quicker and more consistent identification of trending HSE issues in the field. Additional information that is captured and associated with our work observations includes:

» Equipment involved with the work observation, such as bulk trailers, double pumps, coil units, wireline units and more.

» Types of field activities involved, ranging from rig up to rig down, tailored to each service line.

» Tools involved, encompassing a wide range of tools from hammers and ring spoons to grinders and drills.

» Potential injuries and associated body parts based on our incident selection, allowing us to pinpoint what bodily hazards our employees are encountering.

TRANSPORTATION MANUAL

To more effectively and clearly define Nine's expectations for operating a vehicle on behalf of the company, the Transportation team reviewed all existing Transportation policies and procedures and consolidated them into a new comprehensive Transportation Manual in 2024.

New or recently formalized policies and procedures implemented in 2024 that are also included in the Transportation Manual include:

Defensive Driving Policy — New policy that describes all considerations Commercial Motor Vehicle (CMV) and non-CMV employees are expected to understand to safely maneuver multiple types of road conditions and traffic situations. Additionally, it defines requirements applicable to defensive driving concepts that CMV drivers must meet to remain in good standing from a regulatory and internal company standpoint, including a description of Nine's PMVI Remedial Training program to correct defensive driving deficiencies following a PMVI.

Journey Management Policy — Completely overhauled and includes new Travel Itinerary procedures implemented in 2024 to evaluate the risk level before undertaking a trip. The Travel Itinerary includes a digital form in our HSE management platform, EHS Insight, with a series of questions that must be completed and submitted to determine the overall risk level of the trip. Higher risk levels require various levels of trip approval and the assignment of risk mitigation requirements. The trip can only take place when the applicable responsible level of management approves the trip.

VEHICLE CAMERA & EMERGENCY ALERT SYSTEMS

Driving in the oil and gas industry presents significant challenges, and innovative methods are necessary to transform company-wide culture to that of safety and accountability. In 2024, Nine took a proactive approach to improving employees' driving behavior by trialing and selecting a vehicle camera system that empowers management to identify driving behaviors and be alerted about unsafe practices. Additional benefits of the vehicle camera system selected include:

» Company/driver exoneration;

» Confirm policies and procedures are being followed;

» Incident reconstruction;

» Post-collision investigation;

» Theft investigation;

» Investigation of damage from unknown causes;

» Pre-trip verification; and

» Verify worker's compensation claims.

Nine installed AI-powered external- and internal-facing cameras on our heavy-duty, medium-duty and light-duty vehicles, providing coverage for both CMVs and non-CMVs. The cameras are connected to a digital cloud platform where the footage and data collected by the cameras can be reviewed and analyzed. By default, heavy-duty vehicles will have video recording enabled for both internal and external camera views. Medium-duty and light-duty vehicles will only have video recording for external camera views enabled by default. However, Nine will enable internal recording of these vehicles temporarily if given consent by the driver or permanently if a driver displays bad behavior such as multiple PMVIs or exceeding a minimal threshold score on Nine's internal Driver Risk Evaluation. Regardless of whether video recording for the internal camera view is disabled or not, internal AI driver behavior monitoring will be enabled but just without associated video recording.

The video capture and AI-powered activity detection technology provides an unbiased and objective view of road incidents. Our technology can capture critical moments before and after unusual events, such as sudden lane changes or hard braking. These short video clips can help organizations identify safer driving habits or recognize drivers for making the right choices. Furthermore, our cameras are designed to alert drivers proactively with an audible tone or LED flash if risky behaviors are detected. To balance best safety practices and driver privacy, Nine has used a targeted approach to determining which types of activities within the vehicle cab are flagged for AI detection (and associated video recordings externally and/or internally as applicable) based on the risk profiles of the vehicle type and the driver. Types of activities that are monitored and trigger alerts for the driver include:

» Use of handheld devices;

» Inattention;

» No seatbelt;

» Camera lens obstruction detection;

» Unsafe following distance;

» Critical following distance with high risk of collision due to proximity to another vehicle;

» Unintentional lane departure;

» Rolling stops;

» Suspected collision.

The system has self-coaching and advanced coaching mechanisms in place. If a risky behavior is detected, the driver will receive up to two audio alerts and an LED flash to correct the behavior. If the behavior is not corrected, the third alert will be sent to Nine management to actively encourage a change in behavior. After 30 minutes, if the alert has not been corrected, the self-correction attempt will start over. Managers can also proactively intervene by analyzing and tagging behaviors and sending documented videos to the drivers for review when no longer driving. Drivers can review the videos on their devices and acknowledge their behavior to improve their driving habits. If no action is taken by the driver, a report is sent and management can address the issue directly.

The camera devices also have features that allow the driver to take proactive measures while driving. If a driver suspects there is a high likelihood of an imminent collision due to external factors, such as a nearby reckless driver, Nine drivers can press a button that will record the event. Additionally, if a Nine driver feels unsafe due to the presence of a threatening situation, or if there is an emergency taking place, they can press a button that will tag their GPS location, which will then be automatically sent to management.

COMMUNICATIONS & COLLABORATION

BROADCASTING SYSTEM

We installed televisions in common areas at Nine's major operational facilities and integrated them with a cloud-based digital broadcasting/signage platform, enabling us to effectively broadcast HSE and transportation messaging. We use this platform to share our monthly safety message, Code of Nine, reminders and local HSE data in real time. Most importantly, this innovative tool allows us to swiftly communicate incident alerts to our employees, fostering a culture of awareness and safety. Furthermore, our Transportation and HR teams leverage this system to ensure that vital information flows seamlessly throughout our organization.

SIGNAGE

Nine developed and implemented a new SOP for Equipment Hazard Identification that includes unified company-wide procedures for assessing the hazard risks associated with our equipment and applying standard criteria for selecting and installing various signage to clearly communicate hazards to anyone on location. This SOP details requirements associated with multiple signage categories, including (but not limited to): climbing prohibition, overhead hazards, slip/trip/fall hazards, PPE requirements and more.

DISTRICT SAFETY COMMITTEES

Nine launched an initiative in 2024 to establish safety committees at each of our major Cementing, Coiled Tubing and Wireline districts. The District Safety Committees provide forums at the local facility level where worker and management representatives can discuss and act together to recognize, assess and control health and safety issues and hazards in the workplace. These committees represent the collective interests of the district employees regarding workplace health, safety and wellness. They also act both as a conduit to disseminate important communications from the corporate HSE department as well as present the HSE department with locally specific HSE issues and recommendations to address them. The District Safety Committees include formal structures with appointments such as a President and Secretary, and they typically meet monthly.

In 2024, District Safety Committees were established at all Cementing and Coiled Tubing districts and one Wireline district, with continued development continuing into 2025.

DPS PARTNERSHIP

The Transportation team formed a collaborative partnership with the Texas Department of Public Safety (DPS) that involves coordinating visits by representatives of DPS' Commercial Vehicle Enforcement service, such as Texas State Troopers and weigh station inspectors, at Nine districts in Texas with heavy CMVs. During these visits, DPS and Nine representatives conduct "walk-and-talk" sessions together that provide an opportunity for productive discussions to take place regarding vehicle inspections and safe driving. Nine drivers are able to ask specific questions, such as what types of things DPS is specifically looking for, and DPS is able to get better educated on the specific types of trailers that Nine hauls.

In 2024, five of these DPS visits took place at multiple Nine districts in Texas.

COMPANY-WIDE HSE & TRANSPORTATION AUDITS AND CAPAs

HSE HAZARD ANALYSIS & MITIGATION
Nine's HSE department conducted a comprehensive data analysis of HSE audits, inspections, incidents and work observations to identify systemic issues across the company that required elevated priority and targeted actions to correct. Two of the top hazards identified and the CAPAs completed include:

Slips, Trips and Falls —The HSE department, in collaboration with local safety committees, undertook a comprehensive audit of the entire company's facilities to identify and rectify potential slip, trip and fall hazards, with the primary focus being on equipment with elevated surfaces. Major actions taken as part of the CAPA process included:

» Application of adhesive tape to equipment that required additional feet gripping in fall-prone areas.

» Construction of new elevated platforms for cranes and bulk plants.

» Application of non-slip adhesive paint to coil equipment.

» Three Points of Contact Initiative – The Transportation and HSE departments collaborated to develop a sticker that serves to remind employees to always maintain three points of contact while ascending or descending elevated surfaces. These stickers were placed in clear sight near elevated areas with stairs or ladders—with emphasis on vehicles, trailers and equipment— throughout all the company's districts.

» HSE messaging that placed emphasis on using three points of contact when ascending or descending elevated areas with stairs or ladders.

Grinding Operations — The HSE department conducted a thorough evaluation of all grinding operations in the field and facility yards, with the primary focus being on personal protective equipment (PPE), grinding equipment used and grinding procedures. Major actions taken as part of the CAPA process include:

» Performance of a follow-up audit to ensure that all shops, job trailers and mechanic trucks were equipped with the necessary grinding-related PPE and signage.

» Removal of several pieces of grinding equipment from service due to issues with machine guards.

» Performance of a follow-up audit of our Hot Work permit program that resulted in revisions to Nine's Hot Work form and associated retraining of employees.

INTERNAL LEVEL I AND II DOT AUDITS

In 2024, the Transportation team implemented an Internal Level I and II Department of Transportation (DOT) Audit Program. This involves leaders of the Transportation department meeting at one Nine district per quarter to conduct an internal inspection of CMVs and select non-CMVs following Level I or II DOT audit protocols (depending on vehicle type). In addition to comprehensive vehicle inspections, additional areas of focus may be included based on past violations or areas of increased risk for a district's particular operations, including audit topics such as:

Hazmat Audit — Audit of required documentation and files

Load Securement Audit — Audit of vehicle load securement for equipment such as cement silos and coiled tubing trailers

Driver Compliance Audit — Interviews with drivers to determine level of understanding and adherence to concepts such as use of the telematic system, conducting and properly documenting pre- and post-trip inspections and more. Additional coaching is provided where there are gaps in understanding.

Maintenance File Audit — Audit of maintenance file log and adherence to procedures for properly documenting and submitting digital defect and maintenance records within Nine's relevant transportation management platforms.

Accident Registry Audit — Review of past DOT recordables associated with a district, and ensuring all issues identified with each recordable have been rectified and any CAPAs resulting from each recordable are properly implemented/adhered to.

After an audit for a district is completed, the Transportation department communicates all findings with the district Operations team and the Maintenance department, and any defects requiring remediation must be addressed within one week.

In 2024, these quarterly audits were conducted at districts for the Cementing, Coiled Tubing and Wireline service lines.

SOCIAL

Promoting a Civil & Healthy Work Environment

As part of Nine's ongoing commitment to Human Rights and cultivating a positive and inclusive workplace culture, we launched a series of training courses in 2024 designed to clearly communicate expectations for professional conduct and empower employees with the skills to effectively manage challenging workplace situations. Completion of these training courses was mandatory for all employees, with additional courses specifically required for supervisors and management. Courses in these training series included the following topics:

WORKPLACE BULLYING & VIOLENCE TRAINING

Provides employees with a comprehensive understanding of workplace bullying, including its various forms, and teaches prevention strategies and clear actions employees can take if they experience or witness bullying. Workplace violence is also addressed by exploring its causes, warning signs and external influences and equips employees with practical guidance on how to prepare for and respond to potential incidents of violence in the workplace.

Additional training for supervisors and management helps them recognize, prevent and resolve incidents of workplace bullying and violence.

SEXUAL HARASSMENT TRAINING

Provides employees with a clear understanding of what constitutes sexual harassment, how to recognize and respond to it and the importance of respectful workplace behavior. It also equips bystanders with tools to intervene and support victims, outlines reporting procedures and addresses what to expect after a report is made, including how to handle potential retaliation and moving forward.

Additional training for supervisors and management establishes why and how prevention of sexual harassment at the organization starts with them and outlines their roles and responsibilities in the response and resolution of reported sexual harassment in the workplace.

GOVERNANCE

& BUSINESS PRACTICES

GOVERNANCE & BUSINESS PRACTICES

Cybersecurity Awareness & Preparedness

In 2024, Nine made significant efforts to improve company-wide awareness of cybersecurity threats relevant to our company and invest in various system and procedure updates that further protect Nine's digital infrastructure from evolving cybersecurity risks.

NIST CYBERSECURITY FRAMEWORK MATURATION PROGRESS

In 2022, Nine began the process of scoping out and working towards aligning our cyber and information security environment with the requirements for compliance with the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF), a rare designation in the oil and gas services sector. To comply with NIST requirements, organizations must formalize their cybersecurity processes and be able to provide evidence demonstrating their implementation during audits.

Nine has worked with a 3rd-party cybersecurity vendor that provides detailed independent assessments of our NIST CSF maturity standing and provides targeted recommendations on how to improve our maturation based on findings and a scoring protocol from audits of Nine's cyber and information security environment. The scoring protocol that determines alignment and compliance is based on capabilities defined within the five pillars of the NIST CSF: Identify, Protect, Detect, Respond and Recover.

The creation of Nine's IT Security Committee in 2023 marked an opportunity to systematically manage and accelerate the process of realizing significant progress towards NIST CSF compliance. Shown below are the high-level one through five scoring definitions used by our cybersecurity vendor to rate the maturity level of each of the capabilities outlined in the NIST CSF and Nine's overall NIST maturation.

INITIAL	REPEATABLE	DEFINED	MANAGED	OPTIMIZING
LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Processes at this level are typically undocumented and in a state of dynamic change, tending to be driven in an ad-hoc, uncontrolled and reactive manner	Processes are repeatable, possibly with consistent results. Process discipline is unlikely to be rigorous.	Sets of defined and documented standard processes established, subject to some degree of improvement over time.	Using process metrics, management can effectively control the processes.	The focus is on continually improving process performance through both incremental and innovative technological changes or improvements.

PERCENT IMPROVEMENT TO OUR SCORES FROM 2022 TO 2024		
NIST 2024 CSF PILLARS & CATEGORIES		**2022 TO 2024 % SCORE IMPROVEMENT**
	OVERALL	**98%**
IDENTIFY	Asset Management	**176%**
	Business Environment	
	Governance	
	Risk Assessment	
	Risk Management Strategy	
	Supply Chain Risk Management	
PROTECT	Identity Management, Authentication and Access Control	**48%**
	Awareness and Training	
	Data Security	
	Information Protection Processes and Procedures	
	Maintenance	
	Protective Technology	
DETECT	Anomalies and Events	**88%**
	Security Continuous Monitoring	
	Detection Processes	
RESPOND	Response Planning	**142%**
	Communications	
	Analysis	
	Mitigation	
	Improvements	
RECOVER	Recovery Planning	**96%**
	Improvements	
	Communications	

IT SECURITY POLICIES AND PROCEDURES

Multiple new policies and procedures were formalized and implemented in 2024 to enhance cybersecurity measures within the company to better align with the NIST CSF and/or International Organization for Standardization (ISO)/ International Electrotechnical Commission (IEC) 27001 and 27002 guidelines. Policy topics include:

» Handling infected devices;

» Identity and access management;

» Asset management;

» User training and awareness;

» Privilege accounts and password management;

» Physical and environmental security;

» Encryption requirements and standard controls;

» Network country of origin authorization for international travel.

IT TRAINING

Nine added multiple new IT training modules required for all employees. These included trainings to develop preparedness and clarify responsibilities associated with the following key IT policies and plans:

Incident Response Plan Training — How to identify, report and manage cybersecurity incidents, emphasizing the roles and responsibilities of all stakeholders. Understanding these procedures is essential for protecting company assets and ensuring business continuity.

Ransomware Playbook Training — Educates employees on common examples of ransomware attacks and provides a walkthrough of an example ransomware attack from discovery to recovery to demonstrate standard step-by-step procedures to follow when an employee identifies a potential ransomware attack, including how employees with roles and responsibilities need to respond for the company to effectively recover from such an attack.

Business Continuity and Disaster Recovery Plan Training — Clarifies to employees the key priorities to consider immediately following a disaster, such as protection of human life and the environment before protection of facilities and equipment. Also educates employees on the key roles and responsibilities of individuals and teams involved in disaster recovery, and the available resources and requirements to ensure that business may continue in the near term and fully recover in the long term.

IT AWARENESS & BEST PRACTICES TRAINING

Additional new IT trainings for general awareness and how-tos related to cybersecurity considerations in employees' day-to-day activities included courses covering the following topics:

» Recognizing and reporting junk emails vs phishing emails;

» QR code safety;

» Use of work vs personal email;

» Privacy/exclusive use of passwords and other credentials;

» Best password management practices;

» Preventing access to unattended computers;

» IT security considerations while traveling;

» Common phishing attack methods.

SIGNIFICANT IT SECURITY SYSTEM AND PRACTICE IMPROVEMENTS

» Expanded Microsoft Intune Endpoint Security Baselines and Windows Local Administrator Password Solution (LAPS) to cover all Windows machines organization-wide, ensuring the ability to secure and protect users/devices across the entire company through rapid deployment of necessary IT configurations and security updates.

» Full implementation of an upgraded vulnerability management tool that includes internal and external cybersecurity vulnerability scans, weekly penetration testing and password cracking tests.

» Implemented a new zero-trust email security tool that provides advanced detection capabilities and reduces the risks associated with email phishing attacks. This tool utilizes linguistic analytics and machine learning to evaluate context, relationships and message content before an email arrives in employees' mailboxes. Features include: HTML contextual warning banners embedded in each email, real-time teachable moments, malicious code detection and neutralization and suspicious email reporting and remediation.

» Utilized a trusted 3rd-party cybersecurity vendor for Nine's first physical penetration test at our corporate headquarters in Houston, Texas. The scope of the test included an individual (unknown to most) from the vendor company attempting to access Nine's Houston office to identify physical security vulnerabilities that could allow unauthorized access to Nine's IT networks, evaluate the effectiveness of existing security measures and provide recommendations for improving Nine's physical security posture. Unauthorized physical access to Nine's networks was not possible during this test, and recommendations made by the vendor to further shore up our corporate physical security practices led to a meeting with representatives of executive leadership and management at the Houston office to begin the development of Standard Operating Procedures and trainings related to our headquarters' physical security measures.
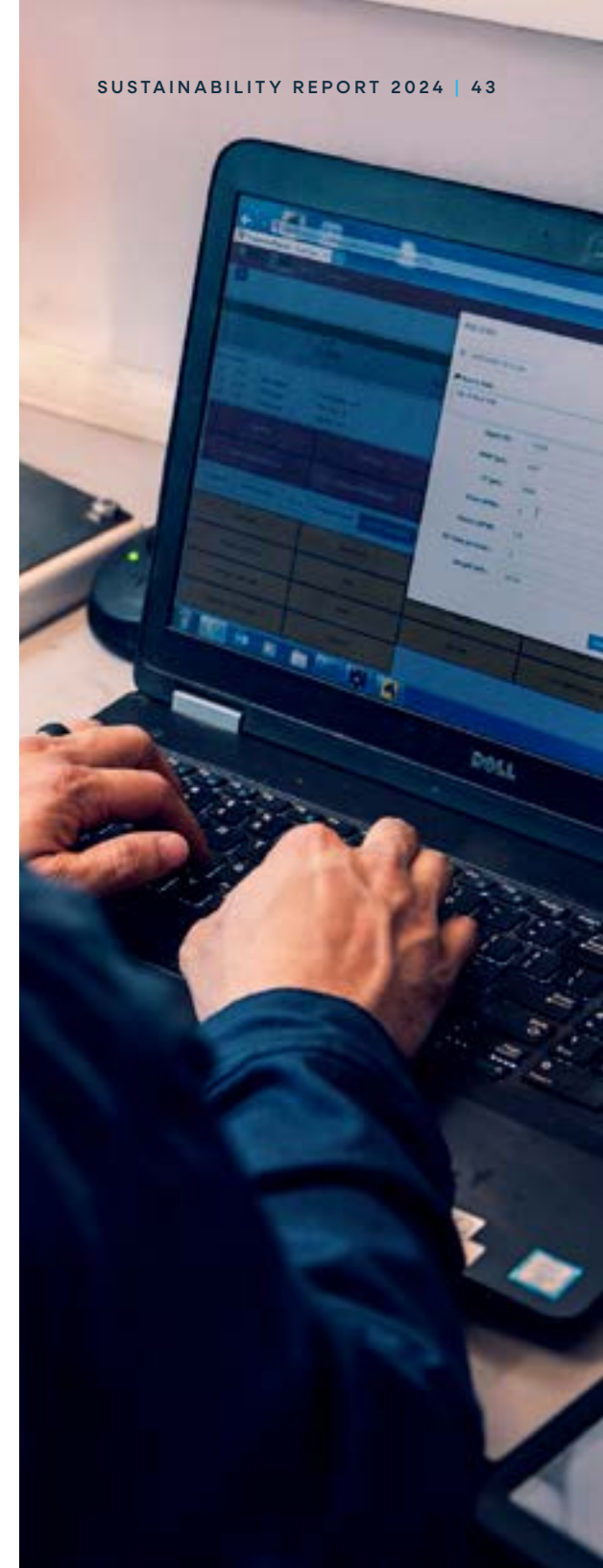
**GOVERNANCE &
BUSINESS PRACTICES**

Strengthening Our Value Chain Management

Nine embarked

on an initiative in 2024 to better position us and our customers for success by strengthening how we manage the upstream and downstream sides of our value chain. With our upstream value chain, we focused our attention on finding high-impact ways we could proactively and systematically manage our supply chain and procurement practices. Our focus for our downstream value chain primarily involved identifying additional methods for ensuring top quality output for our completion tools.

SUPPLY CHAIN AND PROCUREMENT

Two new key positions were added in 2024 to optimize our supply chain and procurement practices. These positions include:

» A Director of Procurement was appointed to focus on sourcing and purchasing materials across the entire organization. This position is integral in the selection of vendors and maximizing value to ensure we are lowering costs while maintaining the highest quality for our customers.

» A Procurement and Engagement Manager was hired tasked with building strategic vendor relationships relevant to our Cementing and Coiled Tubing supply chain operations, thus driving significant cost reductions and vendor service improvements.

Significant progress achieved in 2024 driven by these positions and additional operations and corporate functions include:

» A major project was completed for consolidating purchasing of much of the consumable supplies and non-capital equipment that are commonly used across all of our operations through a single unified corporate vendor account. This project has already resulted in significant cost savings while improving the efficiency of placing orders, timeliness of deliveries and accuracy of data input across systems.

» A comprehensive review of Nine's procurement practices and supply chain related to our Cementing operations was performed. This review focused on aspects such as our vendor diversity, raw material costs, freight and warehousing logistics and overall opportunities for process optimizations and cost savings. This led to onboarding multiple new raw material manufacturers and distributors, enhancements to our freight efficiencies and warehousing utilization and targeted negotiation efforts with our vendors, subsequently resulting in significant cost savings in 2024 compared to pre-negotiated pricing.

QUALITY
MANAGEMENT SYSTEM

INTERNAL AND VENDOR AUDITS

A crucial component of our completion tool Quality Management System (QMS) enhancement efforts involves improvements to our internal and vendor auditing processes. Significant activities in 2024 to advance our QMS practices include:

» Two members of our quality team completed training and obtained ISO 9001:2015 QMS Lead Auditor certifications, enabling them to not only more effectively internally audit Nine's QMS, but also to perform thorough audits of our suppliers to ensure they meet our stringent quality requirements.

» Audits were completed for 30% of our critical completion tool suppliers by the end of 2024, which has resulted in a significant reduction in non-conformances in subsequent materials received from audited suppliers.

» Two production supervisors completed training and obtained ISO 9001:2015 QMS Internal Auditor certifications, enabling them to aid the quality team with a more expansive and detailed ongoing internal auditing effort.

This QMS audit training and collaboration between members of our quality and production teams has helped us identify potential areas for improvement in the supply chain and solidify our commitment to top-quality output across all products, leveraging the insights from both internal and vendor audits to drive continuous improvement in our processes.

QUALITY INCENTIVE PROGRAM

The completion tools manufacturing leadership developed a Quality Incentive Program (QIP) in 2024 that is designed to motivate our manufacturing team to prioritize quality at every stage of production. This program aims to achieve continuous improvement with our overall product quality by:

» Financially rewarding individuals and teams for achieving quality benchmarks.

» Encouraging collective responsibility for maintaining high standards.

The QIP was first implemented in Q1 2025.

APPENDIX

NOTE

Nine has no updates to our Task Force on Climate-Related Financial Disclosures (TCFD) recommended disclosures. Please refer to our 2023 Sustainability Report TCFD Index (page 47) for the latest information.

SCORECARDS

TOPIC	INDICATOR[1]	UNIT OF MEASURE	2022	2023	2024
	ABSOLUTE GHG EMISSIONS				
	Scope 1 - Total	**MTCO$_2$e**	**49,789**	**46,422**	**40,534**
	Cementing Service Line	MTCO$_2$e	17,882	17,436	17,704
	Coiled Tubing Service Line	MTCO$_2$e	25,353	22,482	16,692
	Wireline Service Line	MTCO$_2$e	4,483	4,393	4,199
	Completion Tools Service Line	MTCO$_2$e	1,784	1,805	1,656
	Corporate Operations	MTCO$_2$e	286	307	283
	Scope 2 (Location-Based) - Total	**MTCO$_2$e**	**2,963**	**2,606**	**2,466**
	Cementing Service Line	MTCO$_2$e	1,549	1,363	1,317
	Coiled Tubing Service Line	MTCO$_2$e	430	382	340
	Wireline Service Line	MTCO$_2$e	379	325	318
	Completion Tools Service Line	MTCO$_2$e	476	413	371
	Corporate Operations	MTCO$_2$e	130	123	120
GHG EMISSIONS	**Scope 1 + Scope 2 (Location-Based) - Total**	**MTCO$_2$e**	**52,751**	**49,028**	**43,000**
	GHG EMISSIONS INTENSITY[2]				
	GHG Emissions Intensity by Revenue – Overall	**MTCO$_2$e per $1MM revenue**	**89**	**80**	**78**
	Cementing Service Line	MTCO$_2$e per $1MM revenue	85	84	95
	Coiled Tubing Service Line	MTCO$_2$e per $1MM revenue	217	187	154
	Wireline Service Line	MTCO$_2$e per $1MM revenue	45	40	41
	Completion Tools Service Line	MTCO$_2$e per $1MM revenue	16	15	15
	Corporate Operations[3]	MTCO$_2$e per $1MM revenue	N/A	N/A	N/A
	GHG Emissions Intensity by Hours Worked – Overall	**MTCO$_2$e per 1,000 Hours Worked**	**15**	**12**	**11**
	Cementing Service Line	MTCO$_2$e per 1,000 Hours Worked	16	13	14
	Coiled Tubing Service Line	MTCO$_2$e per 1,000 Hours Worked	35	23	18
	Wireline Service Line	MTCO$_2$e per 1,000 Hours Worked	5	5	5
	Completion Tools Service Line	MTCO$_2$e per 1,000 Hours Worked	5	4	4
	Corporate Operations	MTCO$_2$e per 1,000 Hours Worked	3	2	2

TOPIC	INDICATOR[1]	UNIT OF MEASURE	2022	2023	2024
ENERGY	**ENERGY CONSUMPTION**				
	Fuels[4] - Total	**MWh**	**199,821**	**186,464**	**163,144**
	Cementing Service Line	MWh	71,276	69,592	70,751
	Coiled Tubing Service Line	MWh	100,692	89,277	66,239
	Wireline Service Line	MWh	19,054	18,694	17,845
	Completion Tools Service Line	MWh	7,613	7,625	7,100
	Corporate Operations	MWh	1,186	1,275	1,209
	Purchased Electricity - Total	**MWh**	**7,260**	**6,845**	**6,526**
	Cementing Service Line	MWh	3,609	3,450	3,314
	Coiled Tubing Service Line	MWh	1,103	1,026	912
	Wireline Service Line	MWh	930	869	850
	Completion Tools Service Line	MWh	1,286	1,172	1,127
	Corporate Operations	MWh	332	329	323
	Combined Energy Consumption - Total	**MWh**	**207,081**	**193,309**	**169,670**
	ENERGY CONSUMPTION INTENSITY				
	Energy Consumption Intensity by Revenue – Overall	**MWh per $1MM Revenue**	**349**	**317**	**306**
	Cementing Service Line	MWh per $1MM Revenue	326	325	370
	Coiled Tubing Service Line	MWh per $1MM Revenue	858	737	608
	Wireline Service Line	MWh per $1MM Revenue	186	167	168
	Completion Tools Service Line	MWh per $1MM Revenue	64	61	62
	Corporate Operations[3]	MWh per $1MM Revenue	N/A	N/A	N/A
	Energy Consumption Intensity by Hours Worked – Overall	**MWh per 1,000 Hours Worked**	**61**	**47**	**42**
	Cementing Service Line	MWh per 1,000 Hours Worked	61	51	53
	Coiled Tubing Service Line	MWh per 1,000 Hours Worked	140	90	70
	Wireline Service Line	MWh per 1,000 Hours Worked	22	20	19
	Completion Tools Service Line	MWh per 1,000 Hours Worked	21	17	16
	Corporate Operations	MWh per 1,000 Hours Worked	11	8	7

TOPIC	INDICATOR[1]	UNIT OF MEASURE	2022	2023	2024
SAFETY[5]	**RECORDABLE INJURY/ILLNESS INCIDENTS**				
	Total Hours Worked by All Employees	Hours	3,422,527	4,097,509	4,063,797
	Total Number of Recordable Incidents	**Number**	**7**	**13**	**10**
	Total Recordable Incident Rate (TRIR)	**Per 200,000 Hours Worked**	**0.41**	**0.63**	**0.49**
	Number of Fatalities	Number	0	0	0
	Fatality Rate (FTLR)	Per 200,000 Hours Worked	0.00	0.00	0.00
	Number of Lost Time Incidents	Number	2	3	3
	Lost Time Incident Rate (LTIR)	Per 200,000 Hours Worked	0.12	0.15	0.15
	Number of Restricted Work Incidents	Number	0	1	0
	Restricted Work Case Rate (RWCR)	Per 200,000 Hours Worked	0.00	0.05	0.00
	Number of Medical Treatment Incidents	Number	5	9	7
	Medical Treatment Case Rate (MTCR)	Per 200,000 Hours Worked	0.29	0.44	0.34
	MOTOR VEHICLE ACCIDENTS				
	Total Exposure Miles Driven by Employees	Miles	17,129,339	18,699,347	17,058,725
	Total Number of Motor Vehicle Incidents	Number	91	95	84
	Total Motor Vehicle Incident Rate (TMVIR)	Per 1MM Miles Driven	5.31	5.08	4.92
	Number of Preventable Motor Vehicle Incidents	Number	39	46	39
	Preventable Motor Vehicle Incident Rate (PMVIR)	Per 1MM Miles Driven	2.28	2.46	2.29
	Number of Non-Preventable Motor Vehicle Incidents	Number	52	49	45
	Non-Preventable Motor Vehicle Incident Rate (NPMVIR)	Per 1MM Miles Driven	3.04	2.62	2.64
	Total DOT Miles Driven by Employees	Miles	10,908,023	10,569,137	10,531,108
	Number of DOT-Recordable Motor Vehicle Incidents	Per 1MM Miles Driven	9	2	3
	DOT-Recordable Motor Vehicle Incident Rate (DMVIR)	Per 1MM Miles Driven	0.83	0.19	0.28
	NEAR MISS EVENTS				
	Number of Near Miss Events	Number	47	109	65
	Near Miss Frequency Rate (NMFR)	Per 200,000 Hours Worked	2.75	5.32	3.20
	HEALTH & SAFETY TRAINING				
	Total Hours of Training Related to Health, Safety and Emergency Management	Hours	16,867	16,614	17,957
	Average Hours of Training per Employee Related to Health, Safety and Emergency Management	Hours	14.0	14.3	16.7

TOPIC	INDICATOR[1]	UNIT OF MEASURE	2022	2023	2024
EMPLOYEE DATA	Total Number of Employees	Number	1,208	1,158	1,076
	FEMALE REPRESENTATION				
	% Female – Total Workforce	**Percentage**	**10%**	**9%**	**10%**
	% Female – Executive/Senior-Level Officials and Managers[6]	Percentage	14%	14%	14%
	% Female – First/Mid-Level Officials and Managers[7]	Percentage	11%	11%	12%
	% Female – All Other Levels[8]	Percentage	9%	9%	10%
	MINORITY REPRESENTATION				
	% Minorities – Total Workforce	**Percentage**	**34%**	**36%**	**38%**
	% Minorities – Executive/Senior-Level Officials and Managers[6]	Percentage	0%	0%	7%
	% Minorities – First/Mid-Level Officials and Managers[7]	Percentage	18%	21%	22%
	% Minorities – All Other Levels[8]	Percentage	36%	38%	40%
	AGE GROUP REPRESENTATION				
	% Employees – Under 30 Years of Age	Percentage	20%	17%	17%
	% Employees – Between 30 and 50 Years of Age	Percentage	64%	66%	64%
	% Employees – Over 50 Years of Age	Percentage	16%	17%	19%
	EMPLOYEE TURNOVER				
	Employee Turnover Rate – Total	**Percentage**	**40%**	**40%**	**35%**
	Voluntary Employee Turnover Rate	Percentage	30%	29%	25%
	Involuntary Employee Turnover Rate	Percentage	10%	11%	10%
BOARD & GOVERNANCE	Total Number of Directors on the Board	Number	8	8	8
	Board Independence	Number	7	7	7
	Board Racial/Ethnic Diversity	Number	1	1	1
	Board Female Diversity	Number	1	1	1

Notes

1 Indicator values are rounded to the nearest whole number; this may cause insignificant offsets with indicator values that represent totals of other sub-indicators presented in this table.

2 GHG emissions intensity values are based on the combined total Scope 1 + Scope 2 (Location-Based) GHG emissions and revenue values used in revenue-based intensity calculations are sourced from Nine's annual Form 10-K SEC filings.

3 GHG emissions and energy consumption intensity by revenue values are "N/A" (not applicable) because the Corporate Division does not generate revenue for the company.

4 Calculations for fuel-based energy consumption involved numerous sub-types of fuels that were normalized to the following primary types of fuels: diesel, gasoline, natural gas, propane, kerosene and butane.

5 Safety metrics take into account all full-time employees; data is not currently available to separate by full-time employees, contract employees and short-service employees.

6 "Executive/Senior-Level Officials and Managers" as defined in Appendix C of the 2024 EEO-1 Component 1 Data Collection Instruction Booklet.

7 "First/Mid-Level Officials and Managers" as defined in Appendix C of the 2024 EEO-1 Component 1 Data Collection Instruction Booklet.

8 "All Other Levels" includes all of the job classifications defined in Appendix C of the 2024 EEO-1 Component 1 Data Collection Instruction Booklet, excluding the "Executive/Senior-Level Officials and Managers" and "First/Mid-Level Officials and Managers" job classifications.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

This index provides data and references sections of this report that align with the disclosure metrics from Oil & Gas – Services Sustainability Accounting Standard (2023-06 version) per SASB's Sustainable Industry Classification System® (SICS®) EM-SV.

TOPIC	METRIC	CODE	ANSWER OR REFERENCE TO INFORMATION
EMISSIONS REDUCTION SERVICES & FUELS MANAGEMENT	Total fuel consumed	EM-SV-110a.1	587,318 GJ
	Percentage renewable	EM-SV-110a.1	Data unavailable
	Percentage used in on-road equipment and vehicles	EM-SV-110a.1	Data unavailable
	Percentage used in off-road equipment	EM-SV-110a.1	Data unavailable
	Discussion of strategy or plans to address air emissions-related risks, opportunities and impacts	EM-SV-110a.2	GHG Emissions Management, Pages 9-12; *2023 Report, Pages 11-15*
	Percentage of engines in service that comply with the highest level of emissions standards for non-road diesel engine emissions	EM-SV-110a.3	Data unavailable
WATER MANAGEMENT SERVICES	Total volume of water handled in operations	EM-SV-140a.1	Data unavailable
	Percentage recycled	EM-SV-140a.1	Data unavailable
	Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities and impacts	EM-SV-140a.2	*2023 Report, Page 17*
CHEMICALS MANAGEMENT	Volume of hydraulic fracturing fluid used	EM-SV-150a.1	Not applicable
	Percentage hazardous	EM-SV-150a.1	Not applicable
	Discussion of strategy or plans to address chemical-related risks, opportunities and impacts	EM-SV-150a.2	Waste & Materials Management, Pages 15-21; *2023 Report, Pages 18-19*
ECOLOGICAL IMPACT MANAGEMENT	Average disturbed acreage per oil well site	EM-SV-160a.1	Not applicable
	Average disturbed acreage per gas well site	EM-SV-160a.1	Not applicable
	Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	EM-SV-160a.2	*2023 Report, Page 16*

TOPIC	METRIC	CODE	ANSWER OR REFERENCE TO INFORMATION
WORKFORCE HEALTH & SAFETY	Total recordable incident rate (TRIR)	EM-SV-320a.1	Scorecards, Page 50
	Fatality rate	EM-SV-320a.1	Scorecards, Page 50
	Near miss frequency rate (NMFR)	EM-SV-320a.1	Scorecards, Page 50
	Total vehicle incident rate (TVIR)	EM-SV-320a.1	Scorecards, Page 50 (referred to as "Total Motor Vehicle Incident Rate")
	Average hours of health, safety and emergency response training for full-time employees	EM-SV-320a.1	Scorecards, Page 50
	Average hours of health, safety and emergency response training for contract employees	EM-SV-320a.1	Data unavailable
	Average hours of health, safety and emergency response training for short-service employees	EM-SV-320a.1	Data unavailable
	Description of management systems used to integrate a culture of safety throughout the value chain and project lifecycle	EM-SV-320a.2	Safety & Transportation Practices, Pages 24-35; Civil & Healthy Work Environment, Page 37
BUSINESS ETHICS & PAYMENTS TRANSPARENCY	Amount of net revenue in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	EM-SV-510a.1	Data unavailable
	Description of the management system for prevention of corruption and bribery throughout the value chain	EM-SV-510a.2	*2023 Report, Page 36*
MANAGEMENT OF THE LEGAL & REGULATORY ENVIRONMENT	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	*2023 Report, Page 10; 2023 Report, Pages 35-36*
CRITICAL INCIDENT RISK MANAGEMENT	Description of management systems used to identify and mitigate catastrophic and tail-end risks	EM-SV-540a.1	Waste & Materials Management, Pages 15-21; Safety & Transportation Practices, Pages 24-31, 34-35; Civil & Healthy Work Environment, Page 37; *2023 Report, Page 36*
ACTIVITY METRICS	Number of active rig sites	EM-SV-000.A	Not applicable
	Number of active well sites	EM-SV-000.B	Not applicable
	Total amount of drilling performed	EM-SV-000.C	Not applicable
	Total number of hours worked by all employees	EM-SV-000.D	Scorecards, Page 50

Notes

1   Nine's 2023 Sustainability Report referenced throughout this table can be accessed here.

DISCLAIMER REGARDING FORWARD-LOOKING STATEMENTS

This Sustainability Report contains forward-looking statements - as defined by the Securities and Exchange Commission (the "SEC") - that are subject to a number of risks and uncertainties, many of which are beyond Nine Energy Service's control. All statements, other than statements of historical fact, regarding our strategy, future operations and initiatives, financial position, estimated revenues and losses, projected costs, prospects, plans and objectives of management are forward-looking statements. When used in this Sustainability Report, the words "could," "believe," "anticipate," "intend," "estimate," "expect," "may," "continue," "predict," "potential," "project," and similar expressions are intended to identify forward-looking statements, although not all forward-looking statements contain such identifying words.

All forward-looking statements speak only as of the date of this Sustainability Report's publication, December 15, 2025; we disclaim any obligation to update these statements unless required by law. Although we believe that our plans, intentions and expectations reflected in or suggested by the forward-looking statements we make throughout this Sustainability Report are reasonable, we can give no assurance that these plans, intentions, or expectations will be achieved. Risks or uncertainties that are not currently known to us, that we currently deem to be immaterial, or that could apply to any company could also materially adversely affect our business, financial condition, or future results. These cautionary statements qualify all forward-looking statements attributable to us or persons acting on our behalf. Known material risks are identified in our Form 10-K and other SEC filings.