



# ABOUT WEATHERFORD

As a leading global energy services company, Weatherford delivers innovative solutions that integrate proven technologies with advanced digitalization to create sustainable offerings for maximized value and return on investment.

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# ABOUT WEATHERFORD

Weatherford is a leading global energy services company providing equipment and services used in the drilling, evaluation, well construction, completion, production, intervention, and responsible abandonment of wells across the broad spectrum of energy sources. The work that we do helps enable vital energy production for the world.

Our 17,000+ world-class experts collaborate with customers to optimize their resources and realize the full potential of their assets. With over 350 operating locations, including manufacturing, research and development, service, and training facilities, operators choose us for strategic solutions that add efficiency, flexibility, and responsibility to any energy operation.



Weatherford Employee Photo Contest Submission



## OUR MISSION, VISION, AND CORE VALUES

### MISSION

Producing energy for today and tomorrow.

### VISION

As a global leader in energy services, operators trust Weatherford to drive maximum value, streamline operations, and enhance safety. In partnership with our customers, we are committed to producing innovative energy solutions that are environmentally and economically sustainable to drive our industry forward.

### CORE VALUES

#### PASSION

We are energized by our work and inspired to make a positive impact in our industry, for our customers, across our Company, and in our communities.

#### INNOVATION

We are driven to deliver advancements that propel our Company, industry, and customers forward.

#### ACCOUNTABILITY

We operate with integrity, enable our people and teams to be successful, and are true to our word.

#### VALUE CREATION

We commit to achieving long-term value for all our stakeholders by providing compelling and unique benefits through technology differentiation and operational excellence.

**Our culture is upheld by our never-ending commitment to operating sustainably with safety, quality, and integrity.**



# A YEAR OF ACHIEVEMENTS

Weatherford exited 2020 with forward momentum by leveraging our portfolio, expanding margins, and enhancing liquidity, which continued to build through the year resulting in strong operational performance. With a firm strategy and foundation in place, 2021 was a year of significant achievement as we executed our strategic priorities, including:



## WFRD LISTING ON NASDAQ



## CREDIT RATING

- S&P UPGRADE
- B2/B- MOODY'S/S&P



## >\$4B IN COMMERCIAL WINS



## LEVERAGE IMPROVEMENT

- \$200M DEBT REPAYMENT
- 0.6X IMPROVEMENT IN NET DEBT/EBITDA

## 2021 SIGNIFICANT MILESTONES



## REFINANCING TRANSACTIONS

- ~\$71M ANNUAL REDUCTION IN INTEREST EXPENSE
- \$500M SECURED REFINANCE
- \$1.6B UNSECURED REFINANCE



## REPORTING RE-SEGMENTATION

- DRE
- WCC
- PRI



## MARGIN EXPANSION

- >300BPS OF ADJ. EBITDA MARGIN EXPANSION YOY
- FY ADJ. EBITDA MARGIN OF 16%, ACHIEVING TARGET THRESHOLD



## FREE CASH FLOW GENERATION

- 2ND CONSECUTIVE YEAR OF POSITIVE FREE CASH FLOW
- DELIVERED \$278M OF FREE CASH FLOW IN 2021

With our customers at the center of our focus, we harnessed growth opportunities through commercial traction of new technologies, expanding our unique and market-leading portfolio into targeted geographies, and driving synergies from cross-product line solutions. Our contract awards in 2021 demonstrate our ability to win in the marketplace and represent a pivot from the profile of a shrinking company over the past several years to one with a directed growth trajectory that continues to deliver margin expansion.

With the strong finish in 2021, we are very excited about our strategic direction as the Company is poised to perform competitively in the unfolding upcycle for the energy industry. We entered 2022 with a growth and execution mindset, focused on further improving the Company's fulfillment strategy, achieving profitable growth in the marketplace led by the strength of our portfolio, and building upon the tremendous cost-reductions and cash generation successes of the last two years.



# OUR ESG PERFORMANCE AT A GLANCE: 2021

Producing energy for today and tomorrow.



## OUR BUSINESS

**75** countries,  
**350+** operating locations

Extensive technology portfolio **compliments transitioning to a lower carbon economy**

Strong, long-standing **integrated management system (OEPS)**



## ENVIRONMENT

**>34% reduction in Scope 1 & 2 CO2e emissions intensity\*** since 2019

**>39% reduction in total waste** (mT) since 2019 / **>12% reduction in intensity\*** for same period

**>23% reduction in water** consumption intensity (ML)\*\* since 2019 / **>47%** of total volume for same period

**11 internal environmental employee awards** issued

Over **25 years** of results in **150+ Geothermal projects**



## SOCIAL

**>17,000** world class experts from **111 nationalities**

**DEI training** completed by **99%** of global workforce

**48% reduction in Total Recordable Incident Rate** since 2017 (based on 1M employee hours)

**Outperformed sector benchmarking for TRIR and LTIR** for International Association of Drilling Contractors (IADC)

**83% employee satisfaction** with the frequency and level of Company communications



## GOVERNANCE

**ESG oversight** at Board of Directors and Executive Level

**20% female** and **60% diverse** Board

Introduced **Global Ethics Ambassador Program** that is comprised of 100+ employees

**Anti-corruption training** completed by **97%** of employees

**Annual Conflict Minerals Reporting since 2015** 2021 report forthcoming



Weatherford Employee Photo Contest Winner - 2021

\* Intensity based on mT / \$M in revenue for 16 countries that comprise ~70% of total enterprise revenue

\*\* Intensity based on ML / \$M in revenue for 16 countries that comprise ~70% of total enterprise revenue



# OUR ESG COMMITMENT: 2022 AND BEYOND

Energy matters more than ever, and we are committed to building a more sustainable future with greater focus on transparency and the responsible management of ESG priorities.



## OUR BUSINESS

Continued focus on our **key Energy Transition offerings:**

- Geothermal
- CCUS
- P&A

**UN Global Compact** Participants

Continued **collaboration with stakeholders** to grow our **New Energy offerings** and contribute to a **lower carbon economy**



## ENVIRONMENT

Committed to becoming **Net Zero by 2050** through a **science-based approach**

Launch of cross-functional **Carbon Committees** to pilot carbon reduction and climate initiatives across the organization

Continuing to improve **ESG data governance** and introducing **Assurance** practices



## SOCIAL

Inclusion of **ESG metrics in compensation** incentives for senior leadership

Evolve our **DEI strategy** to improve local-level engagement and cascade **performance metrics** to improve accountability

**Enhance In-Vehicle Monitoring Systems** to further improve driver safety

Uphold our comprehensive **2022 Health, Safety, Security, and Environment (HSSE) Plan**

Foster **community engagement** including volunteerism and fundraising efforts



## GOVERNANCE


Engage with Board of Directors Safety, Environment and Sustainability Committee and Executive ESG Committee **regularly to review ESG performance**

Regularly validate **ethical business practices** and ensure **transparency and compliance** through all facets of our work

Continue monitoring and adapting to the **evolving ESG landscape** as it relates to policy, frameworks, and disclosures

**Enhance ESG oversight** within our **Supply Chain**

## ESG PILLARS FOR SUCCESS



### ESG REPORTING

- Environmental, Social, Governance, and Financial Disclosures
- Identified KPIs & Tracking



### WEATHERFORD DECARBONIZATION

- Carbon Footprint
- Supply Chain Optimization
- Emission Reduction



### ENERGY TRANSITION OFFERINGS

- Geothermal
- Carbon Capture, Utilization and Storage (CCUS)
- Plug & Abandonment

MEMBER OF THE **UN GLOBAL COMPACT**

COMMITTED TO BECOMING **NET ZERO BY 2050**





# THE SHIFT TOWARD SUSTAINABLE ENERGY PRODUCTION

As the planet experiences the impact of climate change, sustainability is a growing global movement. Our customers in the energy industry are predominantly exploration and production operators, and include international, national, and independent oil and gas companies as well as new energy companies.

The energy industry is at the beginning of transformation toward greater sustainability. Weatherford has aligned its technology development and operations around sustainable energy trends and is expanding its role as a market leading solutions provider. We integrate our trusted technologies, an unwavering commitment to safety, and innovative ideas to help our customers work toward their Energy Transition goals.

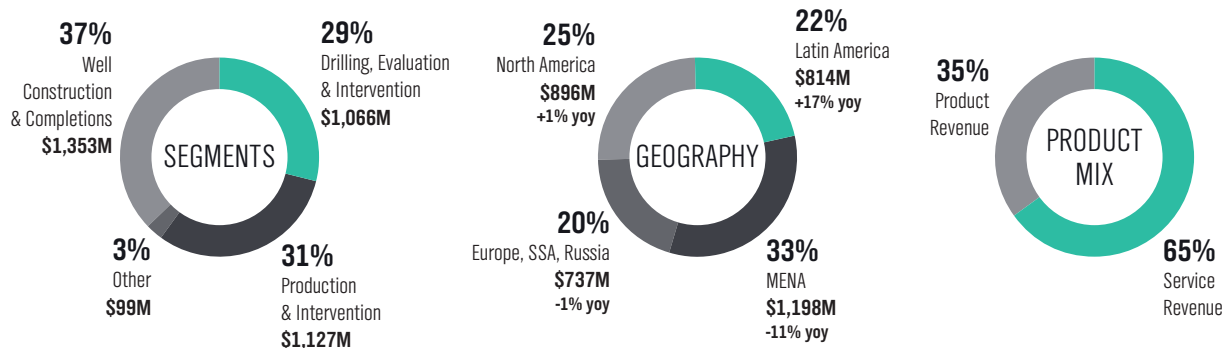
At Weatherford, we understand that how energy is produced matters, and we are excited to be a part of the important transition toward decarbonizing our industry. As a global energy solutions company in an evolving industry, we face climate change and the Energy Transition with the same determination and optimism that drives us in the face of any challenge. Our responsibility revolves around our valued customers, and we are here to support their objectives and initiatives as they take the necessary steps toward carbon management. We strive to be transparent and collaborative with our stakeholders. In addition to ongoing contractual requirements, we provide data and insight to our customers to help improve the safety, reliability, and sustainability of their wells.



**WEATHERFORD IS A GLOBAL COMPANY WITH OPERATIONS IN ALL MAJOR ENERGY MARKETS.**

We are committed to generating value and making a positive impact in the areas in which we operate.

**Total Revenue FY'21: \$3,645M**



**\$278M of Free Cash Flow<sup>[1]</sup> FY'21 | Two Consecutive Years of delivering positive Free Cash Flow**

For more information about our business and financial performance, please review our [SEC filings](#).

[1] Free Cash Flow is a non-GAAP measure calculated as cash flows provided by (used in) operating activities, less capital expenditures for property, plant, and equipment, plus proceeds from the disposition of assets. Management believes Free Cash Flow is useful to understand liquidity and should be considered in addition to but not substitute cash flows provided by (used in) operating activities

## 2021 AWARDS AND RECOGNITION

- Hart Energy Meritorious Award for Engineering Innovation for Artificial Lift - ForeSite® Edge
- American Marketing Association Houston Crystal Awards - Social Responsibility Campaign / Program, Weatherford Walks
- Energy Diversity and Inclusion Council - Top DEI Champions in Energy
- Top Diverse Leaders in Energy
- Canada's Safest Oil & Gas Employer Excellence Award
- Kuwait Oil Company CEO HSSE Award 20 / 21
- Weatherford Liner Hanger Oman PDO Contract 20 Years LTI Free
- Weatherford Completions Oman PDO Contract 10 Years LTI Free
- Weatherford Artificial Lift Systems Mari Petroleum Company Ltd 6 Years LTI Free



# OUR APPROACH TO ESG

## COMMITMENT TO LONG-TERM, SUSTAINABLE SUCCESS

**Weatherford takes its commitment to make a world of difference seriously. For us, long-term, sustainable success means underpinning our sustainability approach with three fundamental principles: lowering impacts to the natural world, investing in social interests, and acting with integrity and transparency.**

MINIMIZING ENVIRONMENTAL IMPACTS

E

MAKING A DIFFERENCE

S

LEADING WITH INTEGRITY

G

Our focus on being a good corporate citizen is fundamental to our sustainability goals as we help sustain the energy vital to maintain economic development and quality of life. As we continue to evolve, we are focused on creating a positive workplace culture, leveraging technology for safe and efficient operations, supporting the Energy Transition, and minimizing environmental impact. This includes setting measurable goals, regularly assessing progress on material ESG topics, adopting global best practices, and actively involving leadership in our efforts. Weatherford's long-standing integrated management programming, [Operational Excellence and Performance System](#) (OEPS) integrates our management of quality, health, safety, security, environment, and essential business requirements through global policies, standards, and business practices. Business risk assessments evaluate these matters, and protection of the environment is given a high priority in product creation and service activities.



# ESG LEADERSHIP AND OVERSIGHT

**Governance of ESG matters spans the entire organization and is led by our Board and members of our executive leadership team.**

The Safety, Environment and Sustainability Committee was established to assist the Board by overseeing and improving the Company's quality, health, safety, security, environmental, and sustainability policies, programs, and initiatives. Additionally, we have established a non-Board level Sustainability Committee comprised of leaders from a cross-section of our organization committed to making measurable progress on our sustainability goals and further weaving its values into the fabric of our organization.

Weatherford's Board and CEO took significant steps in 2021 to augment our ESG focus and increase leadership oversight. This includes welcoming a Senior Vice President of Quality, Service Excellence, and Sustainability and appointing a Global Director of Sustainability. These roles lead the Sustainability Department, which is responsible for advancing the Company's ESG strategy.

In addition to Board and executive leadership engagement in our strategic direction, we recognize the value of sustainability ownership throughout the organization. To promote a collaborative response to our strategy, we have appointed members of our One Weatherford team as ESG Champions across our geographies, technologies, and support organizations to help monitor and drive progress toward our ESG strategy, goals, and ambitions.

## EVOLVING LANDSCAPE

We recognize the evolving ESG landscape and continue to take measures to monitor and adapt to increasing local and foreign policy, disclosure frameworks / standards and industry best practice. An example of a current area of focus for us is ensuring our readiness in relation to the proposed U.S. Securities and Exchange Commission (SEC) rules for The Enhancement and Standardization of Climate-Related Disclosures for Investors.



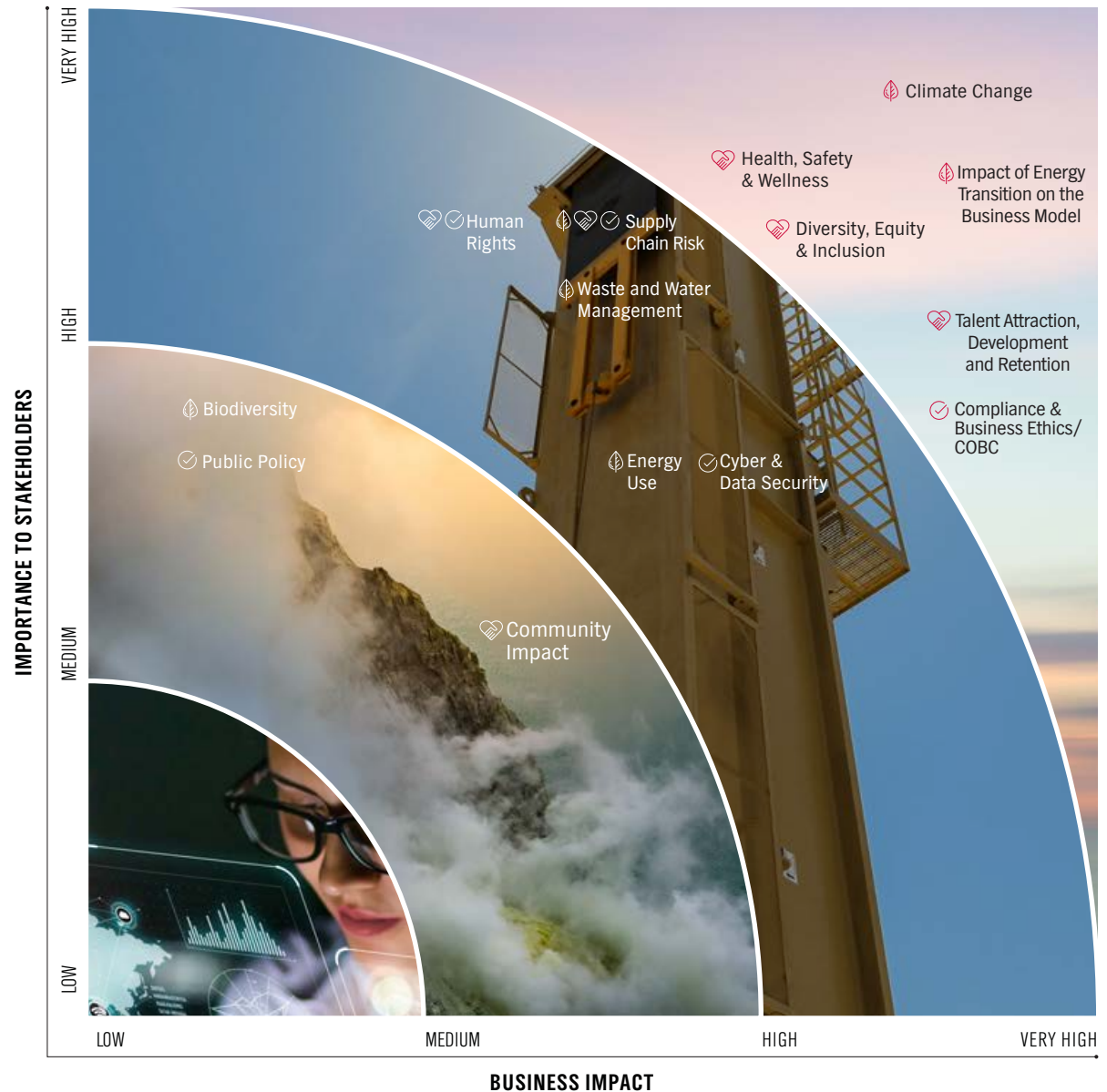
# MATERIALITY ASSESSMENT

To ensure the salience of our ESG strategy, we completed a materiality assessment in the fourth quarter of 2021 using a combination of regular one-on-one meetings, surveys, focus groups, as well as peer and industry benchmarks.

Additional inputs to define our material ESG issues included enterprise risk assessment results, globally recognized ESG frameworks, and rating indices. This materiality assessment identified the following ESG issues as significant to the business and our stakeholders:

LEGEND		
	<b>IET</b>	Impact of Energy Transition on the Business Model (incl. Economic Performance)
	<b>CC</b>	Climate Change
	<b>WW</b>	Waste & Water Management
	<b>SCR</b>	Supply Chain Risk
	<b>EG</b>	Energy Use
	<b>BI</b>	Biodiversity
	<b>HSW</b>	Health, Safety, & Wellness
	<b>TLT</b>	Talent Attraction, Development, and Retention
	<b>DEI</b>	Diversity, Equity, & Inclusion
	<b>HR</b>	Human Rights
	<b>SCR</b>	Supply Chain Risk
	<b>CI</b>	Community Impact
	<b>CBE</b>	Compliance & Business Ethics / COBC (incl. Transparency)
	<b>HR</b>	Human Rights
	<b>SCR</b>	Supply Chain Risk
	<b>CDS</b>	Cyber & Data Security
	<b>LB</b>	Public Policy

Risk Level:  Low  Medium  High  Very High







# STAKEHOLDER ENGAGEMENT

We regularly engage with our stakeholders through formal and informal channels to seek their feedback on many different issues, including ESG, and consider their perspectives when developing and managing our ESG related strategy, goals, and plans.

**CUSTOMERS** – We value customer engagement to understand their needs, goals, and expectations. Account managers and our local management facilitate ongoing meetings.

**INVESTORS / ANALYSTS** – We are committed to operating and reporting transparently and in compliance with regulations to support investment decisions. Engagement with investors / analysts includes, but is not limited to, investor conference presentations, quarterly earnings release calls, face-to-face meetings, market inquiry responses, dedicated events, annual disclosures, and the Investor Relations section of our website.

**EMPLOYEES** – We value the opinions of our employees and engage them throughout the year via townhalls, safety meetings, performance reviews, objective setting, ongoing and regular coaching, feedback and individual development plans, focus groups, and employee surveys.

**UNIONS & COLLECTIVE BARGAINING AGREEMENTS** – Our employees are part of 32 trade unions in 19 countries which we engage either directly or in a chamber model together with other service providers and / or operators.

**COMMUNITIES** – We strive to improve the communities in which we live and operate and engage non-profit organizations and community leaders through meetings, events, and ongoing dialogue.

**SUPPLIERS** – We work with suppliers that share our commitment to sustainability and ethical business practices and engage them through surveys, interviews, due diligence, contract negotiations, and meetings.

**INDUSTRY** – We engage in discussion on issues and standards that affect our industry, including conferences, events, committees, and association memberships.



# ALIGNMENT WITH ESG FRAMEWORKS

Weatherford recognizes the importance of reporting ESG performance.

We are guided by international frameworks, including the Global Reporting Initiative (GRI), the Sustainable Accounting Standards Board (SASB), CDP (formerly the Carbon Disclosure Project), and the United Nations frameworks that are associated with the Global Compact (UNGC). Details about specific disclosures and alignment to these frameworks are in the indices at the back of this report.

## COMMITTED TO THE UNITED NATIONS GLOBAL COMPACT



As proud participants of the United Nations Global Compact (UNGC), Weatherford is committed to upholding the UNGC's ten principles which are designed to meet fundamental responsibilities in the areas of human rights, labor, environment, and anti-corruption. We have long upheld the values represented in these principles and we are committed to progressing our business approach to align with the UNGC and to support achieving the pertinent associated Sustainable Development Goals.