
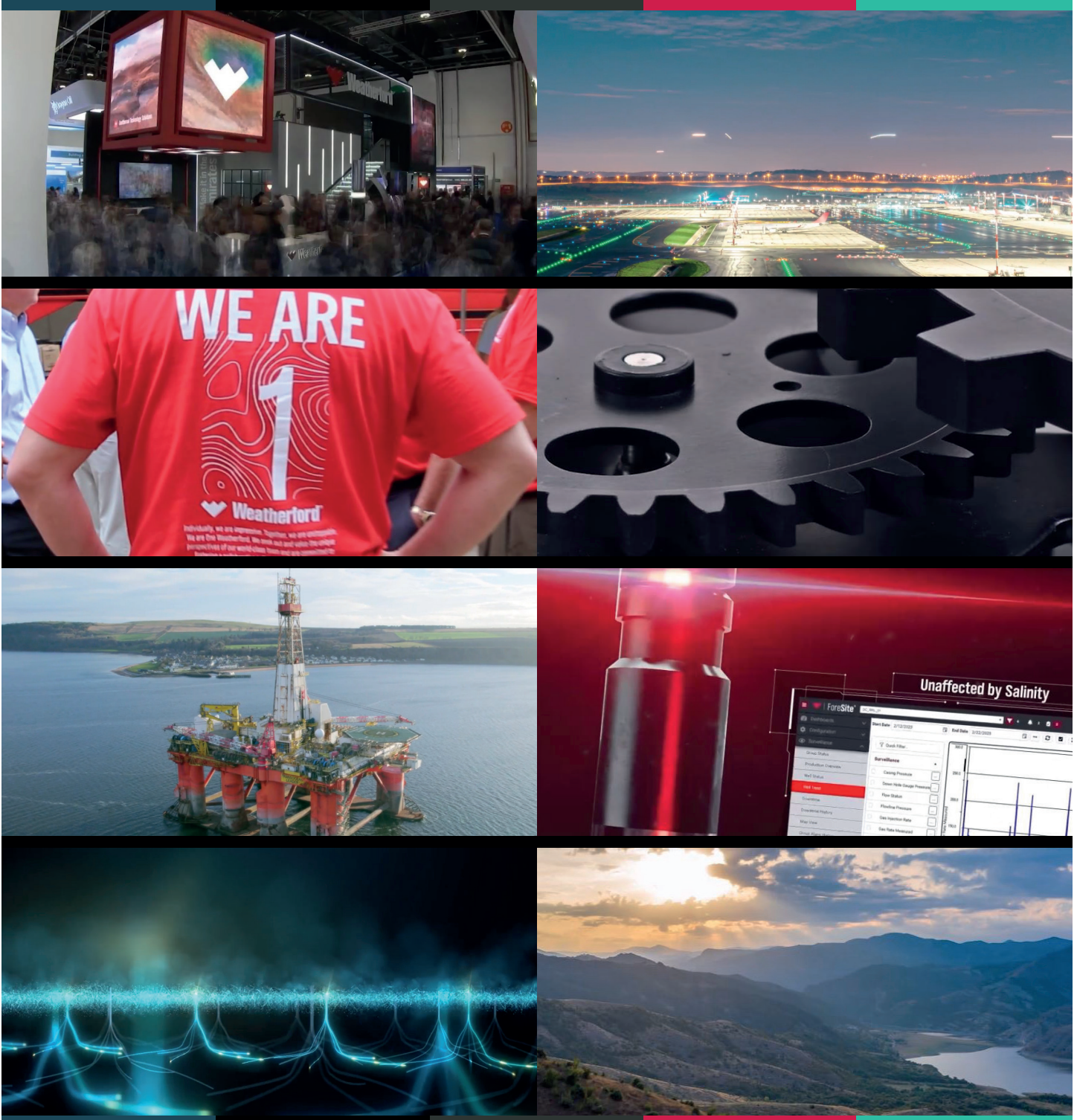




## WEATHERFORD ANNUAL UPDATE 2023

Welcome to the Weatherford Annual Update 2023. We invite you to explore our preceding year's activities through a letter from our President and CEO, Girish K. Saligram, and the sections that follow.

For the full video experience, visit [weatherfordannualupdate.com](https://weatherfordannualupdate.com) 





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## Welcome from Girish K. Saligram

Dear Shareholders,

In 2023, we saw another year of outstanding success driven by exceptional market performance as we created sustainable value. Weatherford now stands distinguished by its financial prudence, proven performance, and intensified operational focus. In this new era, our focus on profitable expansion, optimized cash flow conversion, and industry-leading returns is evident, underscoring our dedication. Concurrently, our unwavering commitment to customer service, which fosters shareholder value, remains fundamental to our strength.

Over the past few years, our efforts have been focused on turning around the Company, addressing operational issues, and improving processes intensely. This is a journey I am incredibly excited about. 2023 marked a distinct shift towards tangible value creation, signifying a new growth phase for Weatherford. In addition to continuing to refine our work from the prior years, we are committed to adding muscle to inorganic planning, heightening technology innovation, and expanding our commercial solutions bandwidth. This commitment to continuous improvement is a testament to our confidence in the future.

## 2023 FINANCIAL PERFORMANCE HIGHLIGHTS

The year signified the achievement of four consecutive years of positive free cash flow generation for our Company. What was once viewed as seemingly impossible for Weatherford is now a basic reality that we are determined to maintain. Our financial performance was also characterized by another year of significant margin expansion and several commercial awards. Our inclusion in market indices like the S&P Midcap 400, the OIH, and the OSX, serves as a testament to our increased valuation and sector relevance. Additionally, through our improved operating performance, we have successfully and significantly decreased our gross debt and received several significant credit ratings and upgrades.

- Full-year revenue of \$5,135 million, increased 19% from the prior year, driven by international revenue growth of 26%
- Full-year operating income of \$820 million, increased 99% from the prior year
- Full-year net income of \$417 million, an 8.1% net income margin, increased by 1,504% from the prior year – second consecutive year of positive net income – the first time in over 14 years and the highest level since 2008 (excluding the gain from bankruptcy emergence)
- Full-year adjusted EBITDA\* of \$1,186 million, a 23.1% adjusted EBITDA margin,\* increased 45% and 423 basis points from the prior year – highest full-year adjusted EBITDA margins\* in over 15 years
- Full-year cash provided by operating activities of \$832 million and adjusted free cash flow\* of \$651 million – generated >\$1.3 billion of adjusted free cash flow\* over the last 4 years
- Net leverage ratio\* of 0.7x, our lowest level in over 15 years
- \$519 million of debt reduction through January 2024
- Top tier return on invested capital ROIC\* of 27.2% in 2023
- Announced a \$550 million credit facility with a \$300 million borrowing capacity and a five-year maturity
- Received credit rating upgrades from S&P Global Ratings to 'B+' (with a positive outlook) and Moody's to 'B1' (with a positive outlook); newly initiated Fitch Ratings of 'B+'

\* This is a non-GAAP financial measure. Please refer to the appendix below included herein for a reconciliation of GAAP to the non-GAAP financial measures.





## OUR STRATEGIC PRIORITIES

In 2023, we built upon our earlier emphasis on Fulfillment, Directed Growth, Execution Excellence, and Simplification by formalizing our Strategic Priorities. These priorities—Financial Performance, Organizational Vitality, LEAN Operations, Customer Experience, and Creating the Future—now serve as a guide for our operating rhythm and initiatives for the foreseeable future. Our organization has fully embraced these priorities, and their impact is increasingly evident, yielding consistent and significant results quarter after quarter.

I look forward to sharing more details on our progress in these areas throughout this update. While we've effectively showcased our ability to meet these priorities, we understand that our journey is one of continuous improvement. Our unwavering dedication remains centered on fortifying the core pillars of Safety, Quality, and Compliance. Our foundation must remain robust, capable of supporting our targeted growth, and flexible enough to scale as necessary.

## INNOVATION AND TECHNOLOGY DIFFERENTIATION

When deciding to join Weatherford in 2020, one of the most appealing aspects was the technology portfolio and opportunities to extract significant value with the proper focus. Since then, we have carefully considered our investment decisions to ensure we provide products and services that differentiate Weatherford and provide meaningful value for our customers. In 2022, we unveiled a new Company moniker, The Energy of Innovation®, that encapsulates the spirit of ingenuity the One Weatherford team demonstrates across the enterprise.

In 2023, we continued to drive innovation in several of our market-leading product lines, such as Tubular Running Services with the launch of StringGuard™, Managed Pressure Drilling with the launch of Modus™, and Intervention Services with the launch of the MultiCatch™ anchor and GhostReamer™. In addition, we continued to advance our efforts to provide sustainable solutions to our customers on global projects to aid in decarbonization, operational efficiency, and advanced control initiatives through our ESG and Digital capabilities. Throughout the year, we also announced projects and partnerships with industry leaders, such as Eavor, an advanced geothermal technology company dedicated to creating a clean, scalable form of baseload power globally, and Honeywell to provide a comprehensive emissions management solution for the energy industry. More details on our innovative technologies are included in this update.

[1] This is a non-GAAP financial measure. Please refer to the appendix below included herein for a reconciliation of GAAP to the non-GAAP financial measures.



## INNOVATION AND TECHNOLOGY DIFFERENTIATION

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## CREATING THE FUTURE

Entering 2024, Weatherford has undergone a significant transformation, distinctly different not only from its past but also from the sector. Embracing a forward-thinking approach, we are actively shaping a purpose-driven, streamlined, and capital-efficient organization, prioritizing technological innovation and operational prowess as we continue to deliver sustainable profitability and free cash flow generation. My confidence in the One Weatherford team and our ability to perform and deliver has never been higher. Weatherford is now a reimaged entity, strategically poised for success in the evolving landscape.

**Girish K. Saligram**

President and Chief Executive Officer  
Weatherford International plc



## Outperforming expectations in 2023

The New Weatherford delivered remarkable results in 2023, intensifying the focus on creating long-term value for our customers and investors. Weatherford is well on its way to building a purpose-driven, leaner, and asset-light organization that is focused on technology differentiation and operational excellence.

Weatherford excelled in each of the Strategic Priorities that it laid out in the beginning of the year.



## FINANCIAL PERFORMANCE

In 2023, we achieved new heights with 19% Revenue Growth and 423 basis points Adjusted EBITDA margins expansion (Adjusted EBITDA margins at 23.1%). 2023 also marked the fourth consecutive year of positive adjusted free cash flow, generating over \$1.3 billion of adjusted free cash flow in the past four years. Our Return on Invested Capital (ROIC), which is net operating profit after taxes over total invested capital, stood at 27.2%. This top-tier performance reaffirms our focus on creating value through our changed operating paradigm.

**19%**  
Revenue  
Growth YoY

**Credit Ratings:**  
S&P: **B+**  
Moody's: **B1**  
Fitch Ratings: **B+**

**423 bps**  
Adj. EBITDA  
Margin Expansion

**4th** Consecutive Year  
of Positive Adj. FCF  
Generated  
**+\$1.3** Billion in the  
Last Four Years



## CUSTOMER EXPERIENCE

In 2023, we received several noteworthy commercial awards across all our segments from various customers like Saudi Aramco, ADNOC, PDO, QatarEnergy, ENI, Exxon, PTTEP, etc. Additionally, we continued to demonstrate the strength of our portfolio with several significant technology highlights with major customers. We launched several technologies that maximized value for clients at all stages of the well life cycle. Included among these were Modus™ (Managed Pressure Drilling), Memory Raptor® (Wireline), StringGuard™ (Tubular Running Services), GhostReamer™ (Intervention Services), and ForeSite® 5.0 (Digital). The seamless integration of our digital offerings and ability to provide integrated solutions across our segments will be a key driver of growth in our core operations.





## ORGANIZATIONAL VITALITY

We strive to foster an inclusive, people-oriented culture to bring out the best in our employees and ensure that no individual is treated differently or discriminated against. To meet this objective, we conduct unconscious bias training along with other Human Resources and Compliance programs.

To consistently deliver the best service in the industry, we continuously focus on our NextGen Field Engineering Program to build the skills of our in-the-field talent. In 2023, we focused on gender representation as a key area of improvement. We promote gender equality through enhanced participation of women employees and building an inclusive culture that facilitates their professional development and improves retention. Towards that purpose, we expanded and relaunched our Women of Weatherford Employee Resource Group.



## LEAN OPERATIONS

Lower operating expenses, working capital, and CAPEX spends are key to support the top-line growth and mid-20% adjusted EBITDA margins target. In 2023, our net working capital was at 25.8% of revenue. Our journey of improving our net working capital efficiency is far from complete, and we remain optimistic about the opportunities to further improve. In the years to come, our goal is to achieve a net working capital level of 25% of revenue, and to achieve that, we will continue to drive performance in operational improvements, efficiencies across billings, collections management, and inventory management. Our full year CAPEX of \$209 million represented 4.1% of revenue, still within the guided range of 3-5%. Every dollar of CAPEX incurred is rigorously monitored and focused towards providing incremental returns for the business.

A LEAN-focused Strategic Deployment Process was instituted across all our projects to institute stage gates and management review, which has increased efficiency.

Along with LEAN Operations, a lean balance sheet serves as an effective platform for business growth and efficient capital allocation. In 2023, we repaid \$368 million of gross debt and our current net leverage stands at 0.7x, a top-tier performance in the industry. All our efforts towards building an asset-light business have resulted in ROIC of 27.2%. We will continue our initiatives of fulfillment and directed growth to achieve a more robust growth on a well-monitored OPEX and CAPEX base.

**CREATING THE FUTURE**

We are currently in our third year of the industry upcycle. We have acquired two technology companies in the Wireline space from Turnbridge Capital: Probe and Impact Selector International, both widely recognized brands, and Ardyne, a leader in well decommissioning technology with whom we have had a partnership previously. Our criteria for selection included strategic fit, followed by margin accretion, positive cash flows, being deleveraging in nature, and fitting within our market valuation envelope. These acquisitions enable us to continually develop differentiating technology which provides significant value to our customers.

We will continue to actively engage in further building our core products and services, energy transition, and digital portfolios, thereby positioning ourselves for the next decade.



## Technology & customer value creation

We had a great year creating value through technology innovation across our products and services portfolio for our customers and bringing differentiated offerings to the industry. Our investment and commitment to innovating our portfolio and capabilities have strengthened our offerings, improved our operational efficiencies, enhanced customer relationships, and boosted our performance-driven culture in the pursuit of our ambitions.

## Product & Service Portfolio

In 2023, we continued on our journey to enhance customer experience by aligning our strategy with our customer's investment trends to offer products and services to core oil and gas and new energy markets, enabling improved customer collaboration, stronger operating processes, and aligning our investment choices with growth opportunities.

Throughout the year, we continued to deliver technology excellence and differentiation across our three segments: Drilling & Evaluation (DRE), Well Construction & Completions (WCC), and Production & Intervention (PRI). In addition, we also continued to leverage our strengths to deliver best-in-class Integrated Services & Projects (ISP) that enable customers to streamline operations from conception to completion and execute the right services with a comprehensive portfolio of technologies.





## DRILLING & EVALUATION (DRE)

Using a suite of technologies that include drilling services, Managed Pressure Drilling (MPD), wireline, interpretation & evaluation services, Weatherford DRE technologies are complemented by front-end engineering and planning processes help our customers safely access, drill, evaluate, and maximize reservoir potential and productivity.

### Technology Highlights

We have added to our MPD offering and we're proud to introduce Modus™ Managed Pressure Wells Solution, aimed at elevating operational performance and drilling efficiency. Modus employs a comprehensive pressure measurement strategy to meticulously manage primary well control barriers, eliminate pressure spikes, improve hole stability, optimize drilling plans, manipulate mud weights effectively, and increase rates of penetration (ROP).

Furthermore, our deployment of two cutting-edge fluids technologies signifies our commitment to continuous improvement in drilling efficiencies. WEL-Core™ Stabilizer Lost Circulation Material, implemented in oil-based drilling fluid in Latin America, follows a meticulously engineered approach to minimizing downhole losses and enhancing drilling efficiency. Meanwhile, WEL-Hib X, our new high-performance shale and clay inhibitor, is designed to mitigate the adverse effects of drilling fluids on formations, thus further enhancing drilling efficiency.

These developments mark an exciting leap forward in our industry, setting the stage for enhanced performance and efficiency across the board.



### Notable DRE Contracts

- Weatherford was awarded a three-year contract for MPD with Saudi Arabian Chevron and Kuwait Gulf Oil Company. Weatherford is the first company to provide its premier MPD technology offering for an upcoming exploration campaign.
- Aramco awarded Weatherford a three-year drilling services contract highlighting our focus in Middle East region.
- Aramco awarded Weatherford a three-year contract for the supply and maintenance of Drilling and Fishing jars.
- Weatherford was awarded a three-year contract for the provision of Wireline services by ENI Italy.
- A major operator in Asia awarded Weatherford a one-year contract for the supply of MPD systems for Carbon Capture and Sequestration (CCS) on an offshore gas development project.

## Well Construction & Completions (WCC)

Our WCC segment provides products and services that deliver well integrity assurance across the full life cycle of the well. The primary offerings include tubular running services (TRS), completions, cementation products, liner hangers, and well services. These offerings connect the reservoir to the surface in the most efficient manner and provide customers with the highest level of integrity, monitoring, control, and operational flexibility.

## Technology Highlights

In our WCC segment, we launched StringGuard™ Spider Load-Transfer Indicator, a modern technology aimed at boosting safety and operational efficiency during tubular running services operations. This innovation has been recognized with the prestigious OTC Asia Spotlight on New Technology award, underscoring its significant contribution to enhancing its impact on safety and reliability in both offshore and onshore rig operations.

Additionally, we introduced the Xpress™ XT pressure-balanced liner system to elevate the reliability of liner hanger systems, thereby reducing operational risks and ensuring superior well integrity. Complementing this, our Sub-Surface Release™ (SSR) system has been implemented to further enhance well integrity, featuring advanced fluid separation capabilities to prevent contamination prior to the cementing process. Notably, our SSR system stands out as the market's first and only offering with a triple dart and plug feature, ensuring true fluids separation.

### Notable WCC Contracts

- Weatherford was awarded a three-year deepwater contract with bp Azerbaijan. This contract enables bp to automate its TRS operations and further reduce red zone risk using Vero® technology.
- Transocean awarded Weatherford a TRS Vero contract including the provision of Vero automated connection integrity on three rigs in Norway.
- QatarEnergy awarded Weatherford three five-year contracts to provide Completions, Well Services, and Intervention Services.
- Petrobras awarded Weatherford a five-year contract in Brazil to address subsea intervention and commissioning through our comprehensive offering, enhanced by our Centro™ well construction optimization platform.
- Exxon awarded Weatherford a two-year Completions and Sand Control systems on the Guyana offshore programs.
- Cairn awarded Weatherford a three-year contract to provide Completions and Liner Hanger systems and services in their Barmer field in India.





## Production & Intervention (PRI)

The PRI segment provides technologies for optimizing production, leveraging our experience in designing, engineering, and delivery of comprehensive production ecosystems – from improved production and reservoir productivity to responsible plug & abandonment solutions. Offerings include Intervention Services & Drilling Tools, Artificial Lift, Digital Solutions, sub-sea intervention, and pressure pumping services in select international markets. PRI offers a suite of reservoir stimulation solutions, well intervention capabilities, and a broad array of lift techniques customized to customer requirements – all enabled by automation and asset optimization technologies paired with engineering capabilities that isolate zones and unlock reserves across all reservoir types.

## Product Highlight

In joint development with a Middle East operator, we've delivered our Whipcheck technology, a significant advancement in casing departure validation. By integrating sensors into the whipstock milling assembly, customers can accurately validate the casing departure profiles.

We also announced our Fluid Loss Sleeve system release, which enhances our reentry fleet capabilities and enables customers to save valuable rig time by addressing loss circulation challenges.

Furthermore, our AlphaV single-trip cased-hole exit system, paired with the Accuview® software, was successfully deployed in the North Sea for Equinor. This solution eliminates the need for a separate wellbore preparation run while enhancing operational efficiency through advanced remote monitoring capabilities.

Additionally, our Endura Dual String Section Mill was deployed for a major operator in the Middle East, reducing run time and improving operational efficiency. We've also introduced several cutting-edge technologies, such as the MultiCatch™ anchor and GhostReamer™, aimed at optimizing borehole conditioning and drilling operations for enhanced efficiency and effectiveness.

### Notable PRI Contracts

- Weatherford was awarded a five-year contract with Petróleo Brasileiro S.A. (“Petrobras”) in Brazil to provide Drill Pipe Riser (DPR) ultra deepwater offshore intervention systems and services. This new seven-system contract will commence operations March 2025 and will replace a current six-system contract that began in November 2020.
- Weatherford has been awarded a three-year contract with bp Azerbaijan to provide deepwater intervention services.
- Kuwait Energy in Iraq has awarded Weatherford a two-year well testing services contract extension to provide services for sustained oil production in the Siba field.
- Chord Energy awarded Weatherford a one-year contract to provide reciprocating rod lift, long-stroke Rotaflex®, and conventional pumping unit technology for its Bakken assets.
- Aramco awarded Weatherford a two-year contract extension for intervention services.
- PTTEP Thailand awarded Weatherford a four-year contract for the provision of fishing and well abandonment services for its offshore drilling operations.



## Integrated Services & Projects (ISP)

Our ISP teams operate as a cohesive, customer-focused project task force spanning the entire well lifecycle, from drilling and evaluation and construction to production to abandonment. Through this approach, we optimize operations from start to finish, drawing on a comprehensive portfolio of technologies. By tailoring project delivery models, integrating services, and prioritizing customer-centric project management, we ensure impactful results that elevate the overall customer experience.

In 2023, we proudly introduced our Production and Intervention Solutions at the Intervention & Coiled Tubing Association (ICoTA) conference. This integrated solution empowers operators of aging assets to harness the combined power of traditional production enhancement methods and cutting-edge digitalized machine learning and data analytics. By adjusting operating philosophies towards enhanced production optimization in later well lifecycle phases, operators can achieve higher returns.

We collaborate closely with existing production specialists, employing a three-step approach to fully rejuvenate and optimize aging fields: first, restoring well productivity; then, extending asset life; and finally, ensuring sustainability through streamlined operations. This holistic process delivers maximized results, revitalizing production, prolonging asset lifespan, and promoting sustainable production practices.

## Notable Integrated Services & Projects (ISP) Contracts

In previous years, we have won significant multi-year ISP contracts, and we continue to carry this momentum into the present. Some of our notable ISP contracts include:

- As part of a three-year contract from Aramco, Weatherford continues to deliver multiple services in a lump-sum turnkey project, with the possibility to extend for two years.
- Weatherford is continuing a five-year contract exceeding \$500 million from Petroleum Development Oman to deliver integrated drilling services in the Marmul and Grater Saqar fields.

## Digital

Digital transformation remains critical to our ability to deliver our customers' evolving needs and grow market competitiveness. Existing offerings via our Digital Solutions business include Production Automation & Software, Centro Drilling Software, ForeSite® Flow measurement, and our internal Well Construction & Completion software tools.

In 2023, we launched ForeSite Regenerative Power-Management System, the energy industry's first regenerative system for rod-lift systems that harnesses untapped energy recycling otherwise wasted power and reducing emissions.

In 2023, we hosted our 19th annual digital conference, with industry representatives, technology partners, and Weatherford technical experts. This edition of the FWRD conference highlighted important subjects related to integrated workflows and implementing advanced control systems, through the use of artificial intelligence (AI) to enhance operational efficiency, approaches to reduce carbon emissions through digitalization, and how Weatherford's unique product offerings contribute to tackling these issues through the introduction of new technologies.

Our FWRD conference continues to focus on digitally enabled solutions, including ForeSite Edge, Vero, Victus™, the Centro drilling optimization software platform, and AccuView.





### Notable Digital Partnerships

- Signed a MoU with Honeywell to deliver a combined CygNet™ SCADA and Honeywell Emissions Management suite for advanced emissions management to accelerate our customers' decarbonization strategies.
- CeraPhi Energy and Weatherford entered into an exclusive collaboration agreement to provide an integrated package of products and services for geothermal energy development. Weatherford will offer its global expertise in data acquisition, digitalization, and automation services and CeraPhi will leverage its proven engineering and project management services to provide enhanced geothermal technology solutions to the market.

### ESG Portfolio & The Energy Transition

In 2023, we released our second annual Sustainability Report, that details our strategic approach to advancing ESG objectives and highlights our progress and accomplishments. Sustainable operations have always been at the core of Weatherford's business model.

For more than two decades, we have delivered successful results in geothermal projects, including entering into a joint development agreement with Eavor, a revolutionary geothermal company, to develop whipstock and sidetrack technology for future projects to reduce overall well construction costs. This agreement bolsters Weatherford's geothermal offering and builds on an existing contract to provide liner hanger systems, cementation products, and open-hole/cased-hole wireline services to support the first commercial Eavor-loop™ in Germany.

To ensure a sustainable future in the energy transition as an energy services company, we execute the same value creation playbook using technology differentiation and innovation as we have in traditional oilfield services. We actively pursue new opportunities in CCUS and deliver Plug & Abandonment projects for customers in multiple geographies. We also remain excited about the potential for geothermal energy to be an essential renewable energy source to lower carbon emissions. As a responsible organization committed to our sustainability journey, we will continue to advance our ESG strategies to achieve our Net-Zero commitments and collaborate with our customers to support their energy transition ambitions.

## Our Foundation

Safety, Quality, and Compliance are the foundation of our operations. By placing these three pillars at the forefront of our work, we continuously work towards improving the value our teams add and remain a trusted partner among our customer base.

## Safety

Throughout 2023, we emphasized the significance of adhering to safety principles at all levels and stressed the importance of accountability, making it clear that every employee is responsible for safety. Acknowledging this commitment, customers globally recognized Weatherford operating teams for their outstanding commitment to health, safety, and the environment:

- In India, the Barmer ALS operations received a one-year LTI-free award.
- In Egypt, we were honored as the Best HSE Performance Service Company.
- Our team in Canada was awarded the Safest Employer in Oil and Gas award.
- Our Oman operations were recognized for their Environmental and Net-Zero Emissions best practices.
- The China Tianjin Base was awarded Excellent Performance in environment management from the local government.

## Quality

We recognize the significance of consistently providing high-quality products and services to our customers. Our commitment extends to investing in continuous training and ensuring the competence of our team members. We empower them with the necessary tools and resources for safe and efficient job execution. Through our Quality Pillars, including Supplier/Vendor Quality, Incident Management, Lean and Continuous Improvement, and Quality Management Systems and Audits, we instill a commitment to quality within our team, enabling them to deliver outstanding results and promptly address any issues that may arise.

As a service provider, Weatherford received awards for both elevated Service Quality and Safety Excellence in our Rigless Operations from Saudi Aramco for our 2023 performance with consistent ratings of Superior Performance across the Rig Efficiency index. In 2023, we retained an overall quality rating of 92% from PEMEX and bested all of our peers in Mexico in the month of December with a rating of 94%.

## Compliance

Our commitment to ethics extends throughout every facet of our Company, from interactions with customers and partners to relationships with employees and stakeholders. We have a comprehensive suite of policies and programs designed to drive integrity throughout our operations. To learn more, visit the Who We Are section of this update.

We will continue to relentlessly pursue top safety performance and ensure that our team keeps safety, quality, and compliance at the foundation of our operations. We remain committed to ensuring that we operate with integrity, deliver quality products and services, and that everyone makes it home to their loved ones at the end of each day.



## One Weatherford: A Source of Energy, Innovation, and Inspiration

At Weatherford, we are driven to deliver advancements that propel our Company, industry, and customers forward. Each of us has the ability to make a worldwide impact and positively influence the future of the energy sector. This is what energizes us at Weatherford—all 18,500 of us in 75 countries—where we're working to transform the energy industry. We each bring a unique skillset and set of experiences to our role, which collectively strengthens our Company. That is why we believe that individually, we are impressive. Together, we are unstoppable. We are One Weatherford. The following sections share more about our culture and spotlight the enthusiasm, commitment, and significant contributions of our team throughout the past year.

## Our Culture

Weatherford delivers innovative energy services that integrate proven technologies with advanced digitalization to create sustainable offerings for maximized value and return on investment. Our world-class experts partner with customers to optimize their resources and realize the full potential of their assets. Operators choose us for strategic solutions that add efficiency, flexibility, and responsibility to any energy operation.

## THE ENERGY OF INNOVATION®

Energy is what we do and how we do it. Through sparking ideas and discussions, we can illuminate new solutions that help our customers produce energy today and tomorrow. Innovation is how we move our Company and industry forward. We are One Weatherford. We are the Energy of Innovation®.

## OUR MISSION

Producing energy for today and tomorrow.

## OUR 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.

## ONE WEATHERFORD CULTURE AND CORE VALUES

We seek out and value the unique perspectives of our world-class team and are committed to fostering a collaborative culture where everyone can grow and contribute.



### 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.



### ACCOUNTABILITY

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



### INNOVATION

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



### 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.

## Diversity, Equity, & Inclusion

At Weatherford, we are proud to champion diversity, equity, and inclusion (DE&I) as a key driver of our success and our ability to drive innovation for our customers. Through initiatives like our employee resource groups (ERGs), we dedicate ourselves to fostering an inclusive workplace where diversity is not just accepted but celebrated.

We are continuing our focus on the following objectives for our DE&I program:

- Increasing DE&I awareness across the organization;
- Building a pipeline of diverse candidates for recruitment activities;
- Supporting local DE&I efforts within each region;
- Increasing gender representation across the organization; and
- Increasing support and participation in our ERGs.

As we progress our objectives, we are dedicated to implementing policies and initiatives to meet our global workforce's diverse needs. For example, we continue to extend Unconscious Bias Awareness Training for all our leaders within our organization. This training initiative serves to educate leaders on unconscious biases, empowering them to leverage their skills to manage any situation effectively.

In addition, our ERGs are an essential asset for our employees, providing a space to share knowledge, resources, and collaborate as a team. For example, our Women of Weatherford (WOW) ERG organized events throughout the globe that promoted employee engagement, celebrated International Women's holidays, advocated for women in underrepresented fields, and contributed to charitable impacts for our communities. Additionally, our EveryONE network continued activities to ensure a supportive culture of inclusiveness within Weatherford. We understand the importance of ensuring everyone feels safe, respected, and valued and will continue to provide opportunities for our employees to come together through our ERGs.

Below are some examples of our ERG's impactful efforts from the past year, as well as important cultural celebrations for our team:





WOW Indonesia Chapter Participating In 'WOW Walks' to Actively Promote Wellness



EUA WOW Chapter Arranged Mammogram Screenings for Female Employees to Raise Awareness for Breast Cancer.



Employees and Their Families Walked in Support of the LGBTQ+ Community at the Annual Calgary Pride Parade.



Team Members in Indonesia Gathered for the Cultural Celebration of Batik Day



Our Team in Malaysia Gathered to Celebrate Eid



One Weatherford Week Celebrations in Baroda India



The WOW Network in Angola Participated in a 5K Race

## Employee Engagement

We actively foster a positive workplace, encourage transparent communication, and provide avenues for professional growth. We are committed to recognizing and rewarding employees for their contributions, as well as aligning our team with the Company's strategy to establish a shared sense of purpose. The examples below illustrate our unwavering commitment to enhancing employee engagement.

### CEO AWARDS PROGRAM

We believe in celebrating the dedication, hard work, and commitment of our employees and take pride in recognizing their performance. Each year, we issue CEO Awards to employees who made a significant impact in the previous year. The recipients are nominated by leaders across our Company for their outstanding achievements and the ways in which they help strengthen our organization and culture. Our nomination categories include:

- **CEO Prestige Award:** Recognizes individuals' outstanding performance, development potential, excellent stakeholder management, and commitment to our Core Values.
- **The Rising Star:** For those who display an exceptional willingness and potential to grow while maintaining alignment with our Company's strategic vision.
- **One WFRD Values Champion:** In recognition of colleague's proven commitment to living by our Core Values (Passion, Accountability, Innovation, and Value Creation) and driving sustainability through their actions (including fostering an environment that appreciates diversity, equity, and inclusion; advancing our culture; engaging in the community; and protecting the environment).
- **Performance Excellence:** Honors those who play a substantial role in safeguarding the mutual interest of Weatherford and its stakeholders.

Following a review of more than 250 submissions, we were proud to recognize 27 of our colleagues with this prestigious honor.

## CAREER DEVELOPMENT OPPORTUNITIES

We are committed to ensuring our employees have robust career opportunities and the support needed to build a career they are proud of. A core component of this is our training and development curriculum. We believe in creating a learning culture where employees have the opportunities, capabilities, and environment they need to learn effectively through both technical and soft skills programs.

Our NextGen program is designed to accelerate the development of defined competencies and skill sets, preparing field engineers for future roles. Participants undergo extensive training in both technical and non-technical areas, gaining valuable exposure in operations and refining critical leadership skills. In 2023, we welcomed 460 entry-level engineering professionals, marking a notable 67% increase from the previous year. We are proud to highlight that 21% of this cohort comprises talented women, underscoring our commitment to fostering diversity and inclusion. The achievements of these professionals in 2023 showcase the program's success in cultivating a skilled and diverse workforce. We look forward to continuing to grow this program over the next year.

After launching our Leadership Essentials Program in 2022, we were pleased to increase participation in 2023 more than two fold. This program is designed to immerse emerging leadership in an environment where foundational leadership training can be cultivated and developed. The course ties back learnings to our leadership traits of transformative thinking, collaboration, communication, humility, functional expertise, and simplification.

As part of our efforts to continually enhance our technical training programs, we launched several new initiatives in 2023. We continued our focus on providing cross-training and multi-skilling opportunities for our team, which gives our teams exposure to more Product Lines – broadening their knowledge and career path opportunities. In 2023, we created a pilot program geared towards our Field Operator colleagues.

Lastly, our 10-week internship program continues to grow year-over-year. In 2023, we were pleased to host students in the United States and the Middle East across many areas of our business. Each student receives mentorship and coaching, are presented with hands-on learning experiences, and presents their core project and lessons learned to a panel of leadership at the end of their internship. We are proud to have had 27% of our 2023 interns convert to a full-time employee role in 2024.

At all stages of our employees' careers, we look for opportunities to present them with engaging, challenging, and rewarding development opportunities.





NextGen Field Engineers from Asia and MENA Attend Training in Jakarta



NextGen Participants Attend Training in Mexico City

### LEP: LEARNING IMPACT

“The Leadership Essentials Program gave me focus and direction on building my leadership skills across six categories; transformative thinking, collaboration, communication, humility, functional expertise, and simplification.”

“It was great to meet other future leaders from our great company right across the globe and understand the different challenges we face and the solutions we implement.”

“Understanding effective goal setting now gives me greater direction for not only myself but more importantly – my team!”

“I am extremely happy to have been offered the opportunity to attend the LEP. The course content was developed and presented thoughtfully, in a way that is relevant to my day-to-day function in my leadership role. From day 1, I have been able to apply what I learned, and have received very positive feedback from my team in response to the items I’ve started to use from the toolkit provided.”

“The trainer displayed outstanding facilitation skills, greatly enhancing the course by engaging participants, customizing content to group needs, and keeping attention levels high. Their deep knowledge in leadership development shone through, providing valuable insights, real-world examples, and interactive exercises that facilitated active participation and discussions, culminating in a highly effective and memorable leadership development experience.”

“I am thankful for the opportunity to participate in the LEP session last week. It provided me insight and refreshed how I can approach communications as well as getting team engagement and commitment. The materials presented were effective and provided actionable information. Also, being new to Weatherford, it was a great opportunity connect and learn from operations and sales teams. Kudos to the Global Leadership Development team and to Weatherford leadership team for the initiative!”

Participants in the Leadership Essentials Program Reflect on the Experience



A Leadership Essentials Program Class in Houston

## CHAMPIONING COMPLIANCE

We have several mechanisms in place to ensure employees have a voice, including an employee communications app – which allows any employee to contribute content – and through regular global and local townhall meetings where there are opportunities to ask our Executive Leadership Team questions. In addition, we focus on sharing knowledge and fostering collaboration within the organization by communicating regularly with employees. For example, last year we produced videos and podcasts on topics such as corporate strategy, sustainability, safety, financial performance, and our culture.

Our Executive Leadership Team also prioritizes spending time with our One Weatherford team to listen to their feedback and address questions through frequent site visits across our operating locations. It is important to us that every member of the One Weatherford team feels valued and connected to our Company's strategy.

## ONE WEATHERFORD WEEK

One Weatherford Week is our annual celebration of the One Weatherford team and our amazing organization. It's a time when we come together to express our appreciation to our employees and celebrate our unique culture. Around the world, our colleagues celebrate in meaningful ways including volunteering in their local community, sharing their cultural customs, spotlighting team performance, and more. During the week, we also dedicate special attention to themes that uphold our Company's culture, including our Core Values. We invite you to watch our recap video showcasing these celebrations from around the globe!





## COMMUNITY BUILDING

When it comes to giving back to our local communities the word passion comes to mind. Fittingly, this is also one of our Core Values. Our One Weatherford team is committed to making a positive impact and they gather throughout the year to make a difference through activities such as blood drives, food bank donations, community clean up events, wellness activities, and fundraising. Below are a few of the activities we were proud to support:



We Raised \$500,000 from Our 10th Annual Weatherford Walks Event to Provide Life-Changing Services to Our Community - Bringing Our Lifetime Total to Nearly \$3.5 Million



We Raised More Than \$162,000 for Ground-Breaking Research, Treatments, and Essential Support for Families Battling Multiple Sclerosis (MS) through Our 20th MS 150 Ride and 7th Golf Tournament



Our ESG Committee in the UK Organized a Beach Clean Up Activity



In Mexico, Our Team Celebrated World Environment Day by Planting Trees and Assisting with Clean Up Activities



Our Team in Brazil Hosted a One Weatherford Run for Health and Wellbeing



In Romania, Our Team Celebrated Earth Day by Planting Trees in the Community



## Employee Spotlight

For the past nine years, we have conducted an annual employee photo and video contest to capture our culture and our operations through the point of view of our team. Each year, we are amazed by the artistic talent and enthusiasm exhibited by our team.

This year, we asked for photos and videos demonstrating our colleagues' pride in working for the Company, celebrating our team's diversity and spirit, spotlighting our passion and creativity through original songs, and highlighting our technology's value. With 280 entries from our global network of employees, selecting the winners was a difficult task. We narrowed the entries down to the top ten photos and the top seven videos. Then, our employees helped us select the winner by casting almost 2,500 votes.

For the first time in contest history, the winning image and video were captured by the same employee – Francisco Mateus, IT Supervisor, in Luanda, Angola. Both entries serve as outstanding representations of our dedication to positively impact our communities. We thank Francisco for his submissions and all of our colleagues who participated in the contest by submitting content and voting to support their peers. We are proud to share the creativity of our employees with you.



# 280

ENTRIES



# 2,500

VOTES CAST

## PHOTO CONTEST WINNER



**Francisco Mateus**

**IT Supervisor**  
Angola

## VIDEO CONTEST WINNER

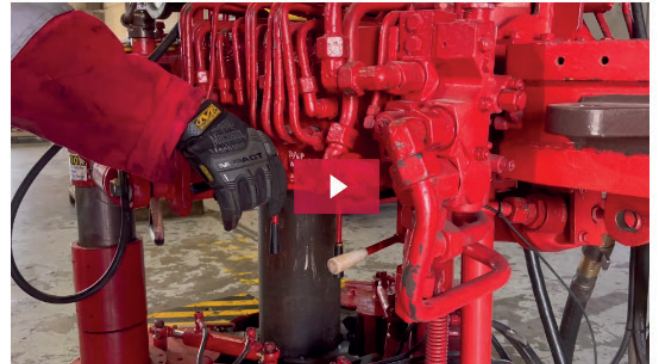


**Francisco Mateus**

**IT Supervisor**  
Angola

We are proud to share the creativity of our employees with you.

## VIDEO CONTEST FINALIST



## PHOTO CONTEST FINALIST



## OTHER ENTRIES



TO SEE ALL CONTEST ENTRIES, PLEASE VISIT  
[WEATHERFORDANNUALUPDATE.COM](http://WEATHERFORDANNUALUPDATE.COM)





## Committed to Creating a Sustainable Future for All Stakeholders

We recognize our responsibility and opportunity to build a more sustainable world for future generations, and we will continue to innovate, evolve, and carefully manage our environmental, social, and governance (ESG) priorities to ensure we play our part. By fully integrating sustainability into our business strategy and decision-making, we can create a sustainable future for our Company, employees, and planet.

We are taking the necessary actions to drive our commitment to become Net-Zero by 2050 while producing innovative energy solutions that are environmentally and economically sustainable to move our industry forward. For example, we continue to:

- Focus on a scalable energy transition and our digital portfolio to address the sustainability needs of the industry;
- Improve tracking and quantification of facility improvement impacts, identifying decarbonization opportunities in the supply chain, and further assessing the environmental impact of our products and technologies to drive further improvements in their commercialization process;
- Evolve our tactical Net-Zero 2050 Roadmap with defined pathways and projects through to 2035; and
- Refine our Climate Risk Assessment, Scenario Analysis, and Financial Impact Analysis project.

To support our social and governance objectives, we are:

- Committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labor, the environment, and anti-corruption;
- Deploying a new Human Capital Management system and investing in training to grow our internal talent pipeline further to support the industry;
- Continuing to invest in our local communities through philanthropy and volunteerism; and
- Further transforming our end-to-end Supplier Risk Management platform, inclusive of ESG.

In the near future, we look forward to sharing our 2023 Sustainability Report with our valued stakeholders at [www.weatherford.com/sustainability](http://www.weatherford.com/sustainability). The report will detail our strategic approach to advancing ESG objectives and highlight our recent accomplishments. We will keep you informed of our continued progress as we work to advance our ESG strategies and make progress on our Net-Zero commitments.

## Appendix A

(\$ in millions)

### Reconciliation of GAAP Net Income (Loss) to Non-GAAP Adjusted EBITDA (Unaudited)

|   | Year Ended |          |
|---|------------|----------|
|   | 12/31/23   | 12/31/22 |
| <b>Net Income Attributable to Weatherford</b>                               | \$ 417     | \$ 26    |
| Net Income Attributable to Noncontrolling interests                         | 32         | 25       |
| Income Tax Provision  | 57         | 87       |
| Interest Expense, Net of Interest Income of \$12, \$15, \$12, \$59 and \$31 | 123        | 179      |
| Loss of Blue Chip Swap Securities   | 57         | -        |
| Loss on Extinguishment of Debt and Bond Redemption Premium                  | 5          | 5        |
| Other Expense, Net  | 129        | 90       |
| <b>Operating Income</b>   | 820        | 412      |
| Depreciation and Amortization   | 327        | 349      |
| Other (Credits) Charges   | 4          | 31       |
| Share-Based Compensation  | 35         | 25       |
| <b>Adjusted EBITDA*</b>   | \$ 1,186   | \$ 817   |

Please see the corresponding earnings release available on Weatherford's website for additional information and additional GAAP to Non-GAAP reconciliation tables

[1] Adjusted EBITDA is a non-GAAP measure that represents income before interest expense, net, income taxes, depreciation and amortization, and excludes among other items, restructuring charges, share-based compensation expense, as well as other charges and credits.



**Appendix B**  
(\$ in millions)

## Reconciliation of GAAP Cash Flows Provided by Operating Activities to Non-GAAP Free Cash Flow (Unaudited)

|  | Year Ended    |               |
|--|---------------|---------------|
|  | 12/31/23      | 12/31/22      |
| Cash Flows Provided by Operating Activities            | \$ 832        | \$ 349        |
| Capital Expenditures for Property, Plant and Equipment | (209)         | (132)         |
| Proceeds from Disposition of Assets                    | 28            | 82            |
| <b>Adjusted Free Cash Flow*</b>                        | <b>\$ 651</b> | <b>\$ 299</b> |

Please see the corresponding earnings release available on Weatherford's website for additional information and additional GAAP to Non-GAAP reconciliation tables

[1] Free cash flow is a non-GAAP measure that is calculated as cash flows provided by (used in) operating activities, less capital expenditures plus proceeds from the disposition of assets.

**Appendix C**  
(\$ in millions)

## Non-GAAP Net Leverage Ratio (Unaudited)

| Components of Net Debt                                      | 12/31/23         | 12/31/22         |
|---|------------------|------------------|
| Short-term Borrowings and Current Portion of Long-term Debt | \$ 168           | \$ 45            |
| Long-term Debt  | 1,715            | 2,203            |
| Less: Cash and Cash Equivalents                             | 958              | 910              |
| Less: Restricted Cash                                       | 105              | 202              |
| <b>Net Debt*</b>  | <b>\$ 820</b>    | <b>\$ 1,136</b>  |
| <br>Adjusted EBITDA* for the trailing 12 months             | <br>\$ 1,186     | <br>\$ 817       |
| <br><b>Net Leverage* (Net Debt*/Adjusted EBITDA*)</b>       | <br><b>0.7 x</b> | <br><b>1.4 x</b> |

Please see the corresponding earnings release available on Weatherford's website for additional information and additional GAAP to Non-GAAP reconciliation tables

[1] Net debt is a non-GAAP measure calculated as total short and long-term debt less cash and cash equivalents and restricted cash. Adjusted EBITDA is a non-GAAP measure that represents income before interest expense, net, income taxes, depreciation and amortization, and excludes among other items, restructuring charges, share-based compensation expense, as well as other charges and credits. Net leverage ratio is net debt divided by adjusted EBITDA.