

Integrated Journey to Excellence

FRAMEWORK







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A man in a blue blazer and white shirt stands at the head of a conference table, gesturing with his hands as he speaks. Several people are seated around the table, listening attentively. The setting is a modern, dimly lit meeting room.

Integrated Journey to Excellence

Vision and Values

Our mission, vision and values are the core tenets of what drives our success and deepens our legacy, from each employee to the forefront of our technological advances.

Purpose

The iJ2E framework establishes a standardized approach to managing risks and opportunities, ensuring alignment with core expectations, policies, and best practices. It drives consistency, compliance, and operational efficiency while enabling continuous improvement and supporting the Company's overall goals globally.

Mission

We deliver best-in-class drilling performance through our exceptional people, execution, teamwork and technology.

Vision

To be the driller of choice for employees, customers and investors.

We value safety. We care.

We work safely and watch out for each other so that everyone can return home safely to their families every day. We understand the importance of following procedures, protecting the environment and our assets. We give back to the communities where we work and live by supporting educational and other charitable activities.

We value teamwork. We win together.

Internally, we are part of the same team. We collaborate to deliver the best results and to achieve common goals. We celebrate our successes. Externally, we partner with customers to add value, exceed their expectations and solve their toughest drilling challenges.

We value excellence. We outperform.

We strive to perform at the highest level. This requires each of us to go the extra mile. We invest in training our people so they can deliver the best results – every time. We reward success. We are proud to work for Nabors. Our pride shows in the quality of our products and services.

We value accountability. We keep our promises.

Working together, we plan ahead to honor our commitments and deadlines. We always choose to do what is right, instead of what is most convenient. We take responsibility for and learn from our actions as we aim for continuous improvement.

We value innovation. We explore new territory.

We encourage creativity. We use our combined talents and expertise to create bold ideas that challenge the norm and improve performance. We develop technologies and solutions that transform the safety and efficiency of drilling operations. We will continue to advance as a technology leader in our industry.

Integrated Journey to Excellence

Foundation

The iJ2E framework reflects our commitment to creating positive social and environmental impact while ensuring sustainable long-term business performance. It offers a unified management system approach that integrates operational excellence across all areas of our business.



Our Commitments

We are dedicated to the environment, our workforce, sustainability, and ethical business practices - fully outlined in our policies.

Structure

The iJ2E framework is composed of 10 elements that integrate essential building blocks across the Company, ensuring alignment, resilience, and continuous improvement. Each element provides an overview, objectives, and focus areas to maximize impact, contributing to the Company's success and offering clear guidance for enhanced alignment and organizational growth.

The iJ2E framework aims to:

- Ensure regulatory compliance while enhancing safety and operational efficiency.
- Maximize productivity and reduce operating costs.
- Leverage data-driven insights for agile decision-making.
- Provide validation and verification frameworks.
- Promote continuous improvement through the Company's Journey to Excellence (J2E).

Key Elements

The iJ2E integrates its key elements across all core businesses and functions, ensuring every department aligns with the Company's objectives. This unified approach drives operational excellence, continuous improvement, and long-term value creation, enabling all employees to contribute to the Company's shared goals.



Integrated Journey to Excellence

Key Elements Focused



Element 1

Vision and Strategic Goals

Overview

This element establishes a unified framework of strategic imperatives that aligns all operations and business functions, enabling every employee to contribute to the Company's long-term success.

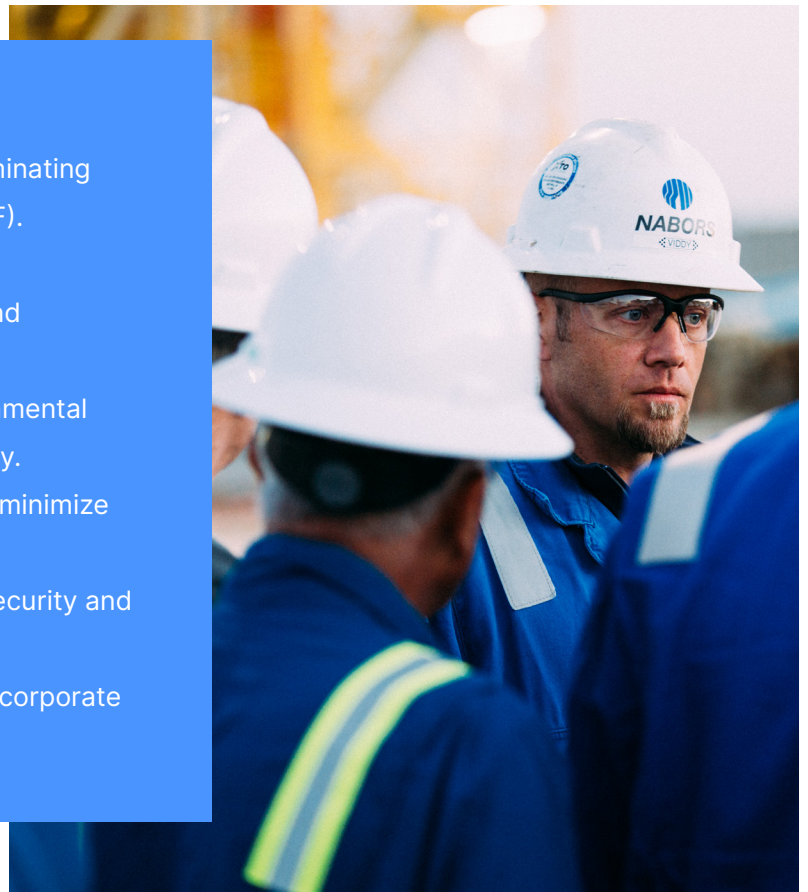
Objective

Align the vision for excellence with the Company's strategy by:

- Clearly articulating objectives to drive focus areas.
- Setting specific, measureable, achievable, relevant, and time-bound (SMART) goals.
- Regularly reviewing and updating goals to adapt to evolving circumstances and improvements.

Focus Areas

- 1.1 Ensure a safer workplace by eliminating serious injuries and fatalities (SIF).
- 1.2 Lead the industry in reliability by preventing critical operational and equipment failures.
- 1.3 Identify and manage key environmental risks for operational sustainability.
- 1.4 Maximize energy efficiency and minimize resource consumption.
- 1.5 Protect operations from major security and cybersecurity threats.
- 1.6 Foster integrity and responsible corporate citizenship.





Element 2

Leadership and Culture

Overview

This element promotes a culture of accountability, collaboration, and innovation, driven by leadership at all levels to ensure continuous improvement and long-term success.

Objective

Foster leadership commitment and a culture of safety, excellence, accountability, innovation, and teamwork by:

- Engaging employees at all levels to support the Journey to Excellence.
- Developing leadership programs to inspire and guide towards operational excellence.
- Promoting and rewarding behaviors that exemplify safety, excellence, accountability, innovation, teamwork, and continuous improvement.
- Providing regular training to reinforce the desired leadership behaviors.
- Ensuring the necessary resources are allocated for the successful implementation of management systems.

Focus Areas

- 2.1 Nabors Values
- 2.2 Guiding Principles
- 2.3 Operational Discipline
- 2.4 Behaviors of Operational Excellence
- 2.5 Human and Organizational Performance Principles



Element 3

Risk Management and Operational Resilience

Overview

This element emphasizes cross-disciplinary collaboration to identify, assess, and communicate significant risks, enabling informed decision-making and strengthening operational resilience.

Objective

Develop strategies to manage risks and build operational resilience by:

- Identifying risks and implementing mitigation strategies.
- Establishing clear performance criteria for safeguards.
- Verifying safeguard effectiveness and addressing gaps.
- Regularly testing crisis preparedness and recovery plans for business continuity.

Focus Areas

- 3.1 Business Model Resilience
- 3.2 Financial Resilience
- 3.3 Technological Resilience
- 3.4 Reputational Resilience
- 3.5 Environmental Stewardship
- 3.6 Worker Health and Safety



Element 4

Sustainability and Corporate Responsibility

Overview

This element promotes ethical business practices and corporate citizenship across all businesses and functions, ensuring the Company contributes positively to society while upholding long-term sustainability.

Objective

Incorporate sustainability and ethical practices by:

- Implementing sustainable practices to minimize environmental impact.
- Promoting social responsibility and ethical behavior within the Company.
- Developing policies that support sustainability goals.
- Engage with the community and stakeholders on sustainability initiatives.

Focus Areas

- 4.1 Business Ethics and Integrity
- 4.2 Human Rights
- 4.3 Community Engagement
- 4.4 Alternative Energy Sources
- 4.5 Sustainable Supply Chain Management







Element 5

Stakeholder Engagement and Focus

Overview

This element encourages proactive engagement and responsiveness to stakeholders, strengthening relationships and aligning operations with long-term stakeholder satisfaction.

Objective

Understand and meet stakeholder expectations by:

- Conducting stakeholder analysis to identify needs.
- Maintaining effective communication channels.
- Providing transparency and adjusting strategies based on feedback.
- Tailoring products and services to exceed stakeholder expectations.

Focus Areas

- 5.1 Internal Stakeholder
(employees, investors, shareholders)
- 5.2 External Stakeholders
(regulatory bodies, vendors, customers, society, NGOs,)



Element 6

Employee Participation and Development

Overview

This element promotes a collaborative work environment that encourages participation, professional development, and engagement in shaping the Company's growth and success.

Objective

Involve employees in the decision-making processes and provide opportunities for growth by:

- Engaging employees in decision-making and problem-solving.
- Involving employees in establishing, evaluating and improving the safety and health programs.
- Establishing feedback mechanisms for employee input.
- Offering training programs for skill enhancement and career development.
- Recognizing and rewarding contributions to operational improvements.

Focus Areas

- 6.1 Talent Management
- 6.2 Training
- 6.3 Competency Assurance Management
- 6.4 Onboarding and Mentorship
- 6.5 Worker Safety and Health
- 6.6 Recognition and Rewards
- 6.7 Feedback Ecosystems



Element 7

Process Optimization and Automation

Overview

This element is centered on enhancing operational workflows by identifying areas for improvement and introducing advanced solutions to simplify and refine tasks.

Objective

Identify and improve key processes through optimization and automation by:

- Mapping and analyzing key processes to find improvement opportunities.
- Implementing process improvements methodologies.
- Investing in automation and digital tools to boost efficiency.
- Regularly monitoring and reviewing processes to ensure continued optimization.

Focus Areas

- 7.1 Management Systems
- 7.2 Safeguards
- 7.3 Product Development or Enhancements
- 7.4 Data Analytics
- 7.5 Management of Change
- 7.6 Intelligent Process Automation (IPA)
- 7.7 Hybrid Cloud Integration
- 7.8 Continuous Delivery



Element 8

Service Excellence

Overview

This element emphasizes fostering a culture of operational and service excellence to drive long-term growth, resilience, and sustainability in a rapidly evolving industry.

Objective

Developing and leveraging new technologies and innovative solutions to enhance performance and sustainability by:

- Designing and delivering high-performing drilling rigs, equipment, and services.
- Staying informed on emerging industry technologies and trends.
- Investing in technologies such as AI, automation, red zone robotics, advanced analytics, and clean energy.
- Fostering a culture of innovation and problem-solving.
- Implementing pilot projects to evaluate new technologies before scaling.

Focus Areas

- 8.1 Product Lifecycle
- 8.2 Technology and Innovation
- 8.3 Asset Maintenance, Reliability, and Integrity
- 8.4 Energy Transition Solutions
- 8.5 Internet of Things
- 8.6 Edge Computing
- 8.7 Smart Spaces



Element 9

Performance Measurements and KPIs

Overview

This element ensures systematic tracking and evaluation of performance metrics, enabling data-driven improvements and alignment with the Company's overarching goals.

Objective

Establishes and monitors key performance indicators (KPIs) to support informed decision-making by:

- Defining KPIs aligned with strategic goals. Utilizing real-time data collection to track performance.
- Conducting regular performance reviews and adjusting strategies as needed.
- Benchmarking against industry standards and best practices.

Focus Areas

- | | |
|-----|-------------------|
| 9.1 | Environment |
| 9.2 | Safety |
| 9.3 | Social |
| 9.4 | Operational |
| 9.5 | Quality Assurance |



Element 10

Continuous Improvement

Overview

This element establishes a culture of ongoing enhancement across all businesses and functions, driving adaptability, innovation, and long-term operational success.

Objective

Implements and sustains a culture of continuous improvement by:

- Adopting and applying continuous improvement practices relevant to each business and department.
- Encouraging employee feedback for operational enhancements.
- Implementing incremental changes that lead to significant improvements.
- Providing regular training sessions on continuous improvement.

Focus Areas

- | | |
|------|------------------------------|
| 10.1 | Root Cause Analysis |
| 10.2 | Corrective Action |
| 10.3 | Management Review of Systems |
| 10.4 | Internal Audit |



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