

2024 Sustainability Report



Contents

Letter to Stakeholders	03	Providing Opportunities for Career Development	35
Our Company Overview	05	Diversity, Equity & Inclusion (DEI)	36
Environmental	08	Awards & Recognition	36
Responsible Operations & Resource Stewardship	11	Community Involvement	37
GHG Emissions Reduction	11	Trade Associations	39
Water Stewardship	12	Governance	40
Waste Management & Circular Practices	12	Corporate Governance Overview	42
Innovative, Efficient and Reliable Operations	15	Board and Committee Risk Oversight	48
Built to Endure, Engineered to Comply	16	Sustainability Oversight	49
Energy ESG Awards	21	Compliance & Sustainability Integration Team	50
Social	22	Enterprise Risk Management	51
EH&S Policy	29	Executive Compensation	52
Life Critical Rules	30	Ethics and Integrity	52
Supply Chain	31	Management of the Legal & Regulatory Environment	53
Strategic Initiatives	31	Cybersecurity & Data Privacy	54
Human Capital Management	33	Appendix	56
Recruiting Top Talent	33		
Retaining our Talented Employees	35		



Letter to Stakeholders

To Our Stakeholders,

At Kodiak, we believe strength isn't just measured by uptime or horsepower, it's measured by purpose, discipline, and how we show up for others. In 2024, that belief guided every milestone, from integrating a major acquisition to anchoring our company around the Kodiak Greenprint, our mission, our identity, and the long-view strategy that powers everything we do.

The successful closing and integration of CSI Compressco (CSI) marked a defining moment in Kodiak's growth. By uniting two operationally strong teams with shared values and deep field expertise, we've expanded our capacity, reinforced our reliability, and strengthened our role as a critical partner in America's energy infrastructure. This integration wasn't just about scale, it was about building a more resilient, unified Kodiak that is better equipped to serve with consistency and care.

Equally important this year was the rollout of the Kodiak Greenprint, not as a slogan, but as our purpose in motion. We are One Relentless Force Powering Our Critical Energy Future. This Greenprint is the foundation of our culture. It defines how we lead, how we treat people, and how we face the future.

- Providing Service that is Amplified
- Using technology as a Force Multiplier to ensure uptime and sustainable practices
- Acting Smart with our Money to provide a best-in-class fleet
- Acting Extraordinary Together

The Greenprint is not just a sustainability lens, it is a reflection of our identity. It lives in the daily decisions of our people, the way we maintain our equipment, the pride we take in our work, and the trust we've earned from our customers.

Kodiak is built on the conviction that energy is more than a commodity, it's a lifeline. Around the world, energy poverty remains one of the greatest barriers to stability and growth. Natural gas, when responsibly produced and delivered, offers a reliable, affordable, and lower-emission path forward. Kodiak is proud to play a role in delivering compression services that help unlock that potential, creating opportunity, dignity, and resilience in communities large and small.

Our people remain the heart of Kodiak. From the launch of BEARS Academy to the continued growth of Kodiak Cares and record-setting levels of employee engagement, our team continues to lead with integrity and accountability. These are not just programs, they are proof that our Greenprint lives in action.

Further, strong governance is the foundation that supports everything we do. At Kodiak, it is a commitment to transparency, ethical leadership, and disciplined oversight. Through active board involvement, rigorous risk management, and a culture rooted in personal responsibility, we ensure that Kodiak's growth is not only strategic but also sustainable.

Looking ahead, Kodiak will remain focused on growth that reflects our values, growth that delivers for our customers, our shareholders, and the communities we serve. We are confident that by staying true to who we are, we will continue to shape a strong, resilient future for our industry for generations to come.

Our legacy isn't just the equipment we run, it's the people we empower and the communities we strengthen every single day.

Thank you for your continued trust in Kodiak.



Sincerely,

A handwritten signature in dark ink, appearing to read 'Mickey McKee', written in a cursive style.

Mickey McKee
President and Chief Executive Officer
Kodiak Gas Services, Inc

Our Company Overview

Powered by Purpose. Built for Resilience.

At Kodiak Gas Services, Inc. (NYSE: KGS) (“Kodiak” or the “Company”), we believe that strength is measured not only in horsepower and uptime, but in how we deliver for our customers, invest in our people, and contribute to a more sustainable energy future.

As one of the largest contract compression service providers in North America, Kodiak operates a diverse and modern fleet of natural gas compression equipment, serving a wide range of upstream and midstream applications. Kodiak plays a critical role in the upstream and midstream segments of the natural gas value chain enabling the safe, efficient flow of gas to downstream facilities.

Our Services

➤ Contract Compression & Operations Services

Kodiak owns and operates one of the industry’s largest and most efficient fleets of natural gas compression units. We provide tailored compression and contract operations services, working in close partnership with customers to optimize uptime, reliability, and performance. Our capabilities also extend into treating and cooling solutions, including amine plants and natural gas coolers, to ensure reliable midstream operations.

➤ Turnkey Engineering & Project Services

Through Kodiak’s turnkey solutions, we offer full-scope engineering, procurement, construction, and commissioning (EPCC) of compressor stations and related infrastructure. Our project teams deliver modular and custom-built stations designed to meet customers’ evolving operational needs.

➤ Aftermarket Services

Our aftermarket offerings include parts sales, field services, shop services, and maintenance programs, all designed to extend the life of customer-owned compression assets. Kodiak’s field technicians bring deep expertise and a relentless focus on operations and safety, ensuring that equipment stays online and operating to specification.

➤ A Trusted Backbone for the Energy Value Chain:

In 2024, Kodiak continued to expand its role as a trusted backbone of the energy industry, supporting customers through disciplined growth, operational excellence, and a deep commitment to service. Our field teams, engineers, project managers, and technicians take great pride in being problem-solvers and partners, helping customers move energy responsibly, while strengthening the communities where we live and work.

Our Approach: The Kodiak Greenprint

At the heart of Kodiak's business is the Kodiak Greenprint, our guiding framework for long-term success. In 2024, Kodiak developed and introduced its Greenprint to provide guidance to the Company's employees. The Greenprint defines how we lead, how we treat people, and how we steward the future of energy.

- **Service Amplified:** Scale our superior operating model by continuously improving how we solve customers' problems, driving toward zero TRIR/SIF, maximizing uptime, and investing in employee training. We take a proactive, partnership-driven approach that boosts runtime and supports our customers in operating more sustainably and efficiently.
- **Smart Money:** Use data and insights to make smarter, more sustainable decisions, selecting the right equipment for the job, optimizing horsepower and fleet utilization, and factoring in environmental performance. Our disciplined focus ensures maximum shareholder return while lowering emissions and operational waste.
- **Force Multiplier:** Harness cutting-edge technology and telemetry across our fleet to enable scalability, enhance safety, and empower our workforce. With our core fleet telemetry-enabled and process improvements informed by employee insights, we multiply our impact with fewer resources and greater efficiency.
- **Extraordinary Together:** Invest in people and community as core to our growth strategy. We prioritize internal advancement, foster high engagement, and aim for less than 10% voluntary turnover. With strong participation in our Gallup survey and a culture of volunteerism, we're building a stronger Kodiak from the inside out.

And in all actions and behaviors, we at Kodiak:

- Embrace Evolution
- Raise the Bar
- Progress Not Just Action
- Show We Care More

About This Sustainability Report

At Kodiak, sustainability means doing our part to deliver reliable compression services while protecting people, the environment, and the communities where we live and work. This Sustainability Report outlines our progress and priorities in line with the Kodiak Greenprint, our commitment to responsible growth and continuous improvement.

Reporting Approach

This report covers our operations for the calendar year 2024 and includes relevant performance data, policies, and programs for our compression fleet, employees, and communities. We prepared this report in reference to the Task Force on Climate-related Financial Disclosures (TCFD) recommendations and industry best practices.

Materiality Assessment

Our sustainability priorities are guided by a materiality assessment conducted with input from customers, employees, industry associations, and senior leadership. This assessment ensures that we focus on topics that have the greatest impact on our business and stakeholders, including emissions, operational safety, community investment, and corporate governance.

Report Highlights

Each section of this report summarizes key initiatives and performance:

- **Environmental:** Actions to reduce emissions intensity, maintain compliance, and support customer sustainability goals.
- **Health & Safety:** Our culture of safety, training programs, and incident prevention strategies.
- **People & Communities:** Investments in workforce development and community engagement through the Kodiak Cares Foundation.
- **Governance & Ethics:** Board oversight, risk management, and our commitment to transparency and ethical business practices.

Looking Ahead: We recognize that sustainability is an ongoing journey. We will continue to strengthen our data tracking, align with emerging regulations, and listen to our stakeholders to evolve this report in future years.

We welcome feedback and questions about this report. For more information, please visit <https://kodiakgas.com/> or IR@kodiakgas.com.

2024 Sustainability Highlights



Environmental

- One of the lowest-emission fleet performance
- Lean-burn pilots & retrofits improved efficiency
- Launched Kodiak Zero field trials
- Expanded circular reuse & remanufacturing



Governance

- Strong Board & committee ESG oversight
- Integrated Compliance & Sustainability Team
- Bronze EcoVadis Medal, 3rd consecutive year



Social: Safety & Community

- Launched Bears Academy & VR safety training
- 100% Gallup Q12 engagement participation
- ~\$1M donated through Kodiak Cares Foundation



Environmental



Environmental Stewardship

At Kodiak, we are one relentless force, powering our critical energy future. We recognize that natural gas is essential to delivering the reliable, affordable, and lower-carbon energy the world needs, today and tomorrow. As one of the largest compression services providers in North America, Kodiak plays a vital role in helping customers move cleaner-burning natural gas to market, displacing higher-emission fuels and supporting global energy security.

Our commitment to environmental responsibility is grounded in action. We focus on reducing greenhouse gas (GHG) emissions across our operations, advancing circular maintenance and reuse practices, limiting waste, and supporting our customers' compliance with applicable environmental laws and regulations. Through disciplined operations, investment in innovation, and one of the lowest-emission fleets in the industry, we help customers achieve both performance and environmental goals.

Our Environmental Focus

Kodiak's environmental priorities are built on operational discipline, innovation, and a commitment to responsible stewardship. We focus on:

- **Reducing greenhouse gas (GHG) emissions** through disciplined fleet management and proactive maintenance practices
- **Maintaining one of the lowest emission compression fleets** in the industry through technology investment and fleet modernization
- **Supporting customers' environmental goals** by maximizing mechanical availability to reduce emissions from unplanned events, while continually investing in advanced emissions control technologies across our fleet by delivering industry-leading mechanical availability and reliability
- **Advancing circular practices** through remanufacturing, parts reuse, and lifecycle-driven maintenance
- **Limiting waste generation** and promoting responsible materials management across field and shop operations
- **Supporting our customers' compliance** with applicable environmental laws, rules, and regulations through responsible operations
- **Safeguarding communities** through safe, reliable operations and responsible resource management



Kodiak Highlights:

We see safety and environmental responsibility as one system. When we do the right thing for people, we're also protecting the land, air, and water in the communities we serve.

Our Environmental Performance

We know that protecting the environment is critical to earning trust and staying compliant:

- In 2024, we had zero reportable spills, thanks to our spill containment, equipment checks, and training.
- We manage waste responsibly, with clear procedures and quarterly compliance checks.

Responsible Operations & Resource Stewardship

GHG Emissions Reduction

Kodiak plays a key role in helping producers and midstream operators minimize emissions while maintaining safe, reliable natural gas compression across the value chain. As a service provider, Kodiak operates with a relatively modest direct emissions footprint; however, our greatest impact lies in supporting our customers' efforts to reduce the emissions intensity of their natural gas production and delivery.

One of the most effective ways we help lower emissions is by keeping our compression fleet optimized, efficient, and operating reliably. Through "Smart Money" horsepower optimization in the field, we ensure units are properly loaded, reducing unnecessary fuel consumption, improving combustion, and lowering emissions at the source.

Our teams prioritize maximizing uptime and minimizing unplanned shutdowns. Every start and stop cycle can lead to excess emissions, while unscheduled downtime often requires additional travel by our field technicians, increasing fleet vehicle emissions and safety risks. By focusing on uptime, preventive maintenance, and smart horsepower management, we help our customers deliver energy more efficiently and with less environmental impact.

Kodiak periodically estimates its GHG emissions profile, using EPA emissions factors and GHG Protocol guidance as reference tools to provide guidance for improvements and help our customers estimate their GHG profiles. Our primary source of Scope 1 (direct) emissions is fuel consumed by Kodiak's service vehicles during field operations. Scope 2 (indirect) emissions result from electricity used at our corporate offices and technician training facilities.

To further support responsible energy use, Kodiak purchases renewable energy credits (RECs) to offset a portion of Scope 2 emissions in regions where renewable electricity is not directly available.

Looking ahead: Kodiak remains focused on operating one of the lowest-emission compression fleets in the industry and will continue to apply proactive fleet management and operational best practices to help customers meet evolving environmental expectations.

Water Stewardship

Kodiak's operations are inherently low intensity with respect to water use. While water consumption across our business is minimal, we recognize the importance of responsible water stewardship, particularly in drought-prone regions where some of our customers operate.

Our water use is primarily limited to:

- Potable water in corporate offices and training facilities (tracked through utility billing)
- Equipment and parts washing within our shop facilities, managed by local site leaders

We apply a reduction and efficiency mindset to all water use across our operations and continue to strengthen internal tracking capabilities to enhance transparency where appropriate.

Looking ahead: Kodiak will maintain our low water-use profile while exploring further opportunities to advance efficiency and conservation practices where material.

Waste Management & Circular Practices

Kodiak is committed to advancing circular economic principles and minimizing waste generation across its operations. We prioritize responsible materials management, waste diversion, and parts reuse, enhancing both sustainability and economic performance.

Core waste streams include:

- Scrap metal and engine components
- Used oil and filters
- Cardboard and packaging materials
- E-waste from IT equipment upgrades

Circular practices:

- Partnering with OEMs and suppliers to rebuild and reuse degraded components wherever feasible
- Implementing material tracking to identify and expand recycling opportunities
- Actively diverting waste from landfills through site-level programs

Responsible handling:

- Site-specific spill response plans in place for tanks and materials used in our operations
- Optimized waste pickup scheduling to align with actual waste generation, reducing unnecessary transport emissions

Looking ahead: Kodiak will continue to pursue enhanced waste management and circular practices as part of our disciplined approach to operational efficiency and responsible resource stewardship.

Efficient Office and Manufacturing Space

Kodiak is committed to reducing its environmental footprint by implementing sustainable practices across its office and manufacturing facilities. Key initiatives include:

- **Facility efficiency:** Kodiak's corporate offices are equipped with occupancy sensors to reduce unnecessary lighting and minimize energy waste.
- **LEED-certified spaces:** Select Kodiak offices have achieved LEED certification, demonstrating our commitment to sustainable building practices.
- **Sustainable hydration:** We provide reusable cups and water stations to limit the use of single-use plastic bottles and canned beverages.
- **Waste diversion:** Recycling bins for plastic, paper, and aluminum cans are available throughout our facilities to encourage responsible disposal and reduce landfill waste.
- **Renewable energy commitment:** In 2024, Kodiak expanded its Renewable Energy Certificate (REC) program to include newly acquired office locations, offsetting electricity consumption not already sourced from renewables.

Looking ahead: Kodiak will continue to prioritize operational efficiency and disciplined energy management across our offices and field locations. As we grow, we remain focused on scalable, sustainable practices that support both our business goals and environmental responsibility.



A Message from Our Chief Operations Officer, Chad Lenamon

Investing in What Matters Most

At Kodiak, our people are the heart and soul of everything we do. They are the backbone of our business, from our field technicians and operations teams to our administrative staff, leadership, and every individual in between. We believe in the inverted pyramid, where leadership serves and supports every level of the organization. Our success is built on the strength of our relationships with employees, customers, and vendors. Together, we share a commitment to excellence and a passion for creating lasting impact. One of our greatest responsibilities, and greatest privileges, is investing in our workforce. Training isn't just a line item in our budget. It's a reflection of our belief that when we pour into our people, we're not just building a stronger company, we're helping create stronger families, stronger communities, and a more secure future for everyone.

That's why Kodiak places such a strong emphasis on workforce development. We invest heavily in technical training, safety programs, and leadership development because we know that knowledge and confidence in the job translates into both performance and peace of mind. We want every team member to go home in the same condition they arrived in, if not better. Safety is more than a policy; it's a promise we make to every employee and their loved ones.

Kodiak proudly partners with technical schools and vocational programs that equip young people with the skills they need to thrive in the trades. These investments aren't just about filling roles, they're about shaping futures and opening doors.

Every compressor we deploy, every technician we train, and every young person we invest in is part of something bigger. That's the Kodiak way, and I couldn't be more proud to be a part of it going forward.

In a rapidly evolving energy landscape, Kodiak continues to embrace innovation that supports a better, safer, and more efficient tomorrow. We apply the same long-term thinking to our fleet and infrastructure, making ongoing capital investments that ensure we're ready for whatever comes next. Future-proofing our operations and our fleet means staying adaptable, nimble, and always committed to doing things the right way.

At the end of the day, our strength isn't found in just one thing, it's found in everything working together. Our people, our partners, our technology, and our values are what set us apart. And among them, our people remain our greatest and most enduring asset.



"As COO, I take personal responsibility for ensuring our operations reflect the same values we expect from every team member, integrity, resilience, and a relentless focus on doing what's right, not just what's easy."

- Chad Lenamon, Chief Operations Officer

Innovative, Efficient and Reliable Operations

At Kodiak, we believe responsible energy use is essential to operational excellence and to delivering production-critical services for our customers. True to our Kodiak Greenprint and our heart for innovation, we apply a multifaceted approach to managing energy use that reduces waste, drives efficiency, and extends the value of our operations. Following the completion of the CSI acquisition in 2024, Kodiak teams worked together to align energy practices across the combined organization, ensuring a consistent focus on operational discipline, resource efficiency, and continuous improvement.

Building Resilient, Responsible Operations

Engineered for Reliability & Emissions Impact

At Kodiak, engineering is more than design, it is discipline. From horsepower optimization to emissions performance, our Engineering and Fleet teams play a critical role in ensuring our compression assets deliver reliability without compromise.

In 2024, Kodiak continued to make strategic investments in asset performance that directly support our emissions reduction objectives and operational excellence. These efforts go beyond compliance; they reflect our belief that the most sustainable solutions are those engineered to endure and evolve with the needs of the industry.

Engineering-Driven Results:

- ✦ We expanded our lean-burn engine pilots, validating lower-NOx solutions and improving fuel efficiency across field operations.
- ✦ Our teams executed targeted retrofits on legacy units, upgrading control systems and calibration tools to enhance both uptime and environmental performance.
- ✦ We integrated engineering insights into route optimization and service planning, reducing emissions from support vehicles while extending component life through predictive maintenance.
- ✦ We launched the first field trial of **Kodiak Zero Capture**, our engineered emissions recovery system designed to eliminate blowdown and packing emissions from natural gas compressors. Developed to meet New Source Performance Standards (NSPS) compliance requirements, Kodiak Zero uses an energy exchange pump and closed-loop design to return captured gas to the suction header. Initial trials demonstrated stable operation and meaningful emissions reductions under varied conditions, with commercial deployment scheduled for 2025.

Built to Endure, Engineered to Comply

Kodiak's engineering team works hand-in-hand with regulatory, compliance, and operations teams to ensure our assets are built for long-term value, not just technical compliance. From emissions testing protocols to operational design reviews, we embed accountability, safety, and serviceability into every phase of the asset lifecycle.

Our mechanical availability rates continue to outperform industry benchmarks, driven not by chance, but by engineering that anticipates field realities and aligns with operational needs. These outcomes reflect our commitment to building systems that work as hard and as smart as the people who run them.

A System-Level Approach

Kodiak's engineering mindset is collaborative by design. We translate regulatory demands, customer priorities, and field insights into durable, high-performing solutions. Whether optimizing components for emissions-sensitive basins or advancing digital integration for real-time diagnostics, we stay focused on delivering operational value and environmental responsibility in equal measure.

At Kodiak, we don't engineer for yesterday's standards, we engineer for what is next. That mindset powers our mission to reduce emissions while raising the bar on uptime, safety, and performance.



"Kodiak Zero is more than an engineering solution, it's a reflection of how we think. We designed it to meet the moment, solve a real emissions challenge, and integrate seamlessly into the way our customers operate. That is the kind of innovation our team shows up for every day."

- Tyler Lindt, Vice President of Engineering

Contract Compression & Operations: Reliability in Motion

At Kodiak, operational excellence is not an aspiration, it is an expectation. From deployment to diagnostics, our Operations and Contract Compression teams uphold the reliability our customers depend on through disciplined execution, 24/7 service, and a field culture built on trust and accountability.

We do not just manage compression, we optimize it. Every unit we operate represents our commitment to long-term value, lower emissions, and people-first performance. We achieve industry-leading uptime by prioritizing equipment reliability, ensuring our customers' production and revenue remain protected.

Performance-Backed Compression

- **Fleet Modernization:** In 2024, we began the strategic conversion of CSI's 3516ULB engine fleet to 3516J models. This transition enhances operational reliability, improves service intervals, and supports emissions alignment, advancing our commitment to deliver dependable, future-ready horsepower.
- **Lower-Onsite Emission Assets:** In 2024, Kodiak expanded its electric fleet by converting 3516TALE 2G engines to 1380 HP electric drives in grid-supported regions, reducing onsite emissions, noise, and maintenance demands.
- **Fleet Integration:** As part of our post-acquisition integration, Kodiak began updating CSI's compression fleet to align with our design and environmental standards. Control panels, environmentally friendly upgrades, and consistency-focused upgrades are helping us build a fleet that reflects our values: reliable, responsible, and ready to serve.

Service Alignment & Field Readiness

- **Operational Gains Through Supply Chain Integration:** The combined supply chain infrastructure allows us to centralize and streamline critical systems, reducing delays, aligning parts inventories, and enabling faster service turnaround. These integrated efficiencies strengthen field reliability and minimize operational disruptions, ensuring consistent performance for our customers.
- **Aftermarket Services (AMS):** Our AMS division was established to close the loop between asset ownership and lifecycle support. AMS delivers rapid parts availability, rebuilds, and repair services for Kodiak and customer-owned units, ensuring uptime remains a shared priority.
- **24/7 Surveillance:** Kodiak migrated CSI telemetry into our Kodiak Connect platform, creating a unified system for fleet monitoring and performance management. In addition, we adopted CSI's Fleet Reliability Center (FRC), which provides continuous visibility into compressor operations. With real-time diagnostics and proactive alerts, our team can intervene faster and respond with emission focused precision across the fleet.

Driving Innovation from the Field

Kodiak's approach to innovation starts where the work happens, in the field. Our Operations team is embedded into pilot programs, where their experience and insight inform real-world validation of emissions-reduction technologies.

In 2024, field teams played a critical role in testing Kodiak Zero and other engineered systems targeting blowdown, rod packing, and fugitive emissions. Their feedback shaped deployment strategy, system design, and service protocols ensuring every solution is built not just to comply, but to perform.

- **Field-tested technology under operational conditions** from horsepower variability to weather impacts.
- **Hands-on technician training** in emissions-conscious operation and safety-first response.
- **Accelerated rollout readiness** through operator-informed refinements and procedural alignment.

When the field is part of the innovation process, our solutions become scalable, realistic, and truly sustainable.

Built for Uptime, Aligned for Emissions

Kodiak's Operations and Contract Compression teams work in step with Engineering, Projects, and Compliance, aligning design intent with day-to-day execution. From torque specs to telemetry integration, our goal is unified performance that meets environmental, operational, and customer demands.

Our contract compression platform is a cornerstone of how we reduce emissions, maximize runtime, and build the trust that keeps customers coming back.



Kodiak Highlights:

"Our job in operations is simple: keep the units running, keep emissions down, and keep our customers ahead. The transition from the 3516B to the 3516J, the expansion of our electric fleet, and the upgrades we've made post-CSI aren't just improvements, they're how we prove every day that Kodiak delivers what we say we will."

- Jeremy Mobley, Regional Operations Manager

Aftermarket Services (AMS): Extending Performance Beyond the Package

In today's energy landscape, uptime is everything. In 2024, we launched our dedicated Aftermarket Services (AMS) division to provide customers with trusted, lifecycle-driven support for customer-owned compression assets. Built on the combined strengths of Kodiak and CSI, AMS offers a comprehensive suite of services, from field maintenance to parts supply and shop rebuilds, all designed to maximize asset performance, minimize downtime, and extend the value of every investment. With AMS, Kodiak delivers reliability beyond the package, because true partnership means showing up for the full lifecycle.

Service That Scales with Your Needs

- **Field Services:** Our technicians provide boots-on-the-ground support across every major U.S. basin, with 24/7 responsiveness. Whether it's scheduled maintenance, diagnostics, or field repairs, our teams help keep compression units online and emissions performance optimized.
- **Shop Services:** Strategically located service centers are equipped to perform complete overhauls, reconfigurations, and component-level repairs. Every rebuild is executed to the same standards we apply to our own fleet.
- **Parts Sales:** AMS maintains a deep inventory of OEM and critical-path components, ensuring faster lead times and reducing customer downtime. Standardized parts programs also support consistency in emissions-critical components.
- **Preventive Maintenance Contracts:** We offer scalable maintenance packages that allow customers to transition from reactive service models to forward-looking asset management. Our programs reduce unplanned downtime and enable predictable performance in even the most challenging environments.



Built on Experience, Driven by Accountability

- **Field-Proven Expertise:** AMS combines Kodiak's culture of service with CSI's deep aftermarket heritage, bringing decades of in-basin experience to every job.
- **Operational Reach:** With a growing network of service hubs in the Permian, Eagle Ford, and other active regions, we provide proximity-based support that scales with demand.
- **Customer-Aligned Solutions:** Whether integrating into a larger operations and maintenance agreement or supplying a single replacement part, AMS delivers solutions that are tailored, transparent, and focused on outcomes.
- **Workforce Investment:** Every AMS technician is supported through Kodiak's ongoing training initiatives, including the BEARS program and field leadership development. We believe service excellence starts with people, and we continue to invest accordingly.

By formalizing AMS within Kodiak's operational structure, we're not just maintaining compression, we're strengthening relationships, raising performance standards, and ensuring that every asset continues to serve customers and communities with resilience and purpose.



"This collaboration brings together the complementary strengths of CSI's field expertise and Kodiak's compressor excellence, creating a unified platform that elevates AMS's service capabilities. Together, we're delivering smarter, cleaner, and more reliable solutions for our customers."

- Carolina Ruiz, AMS Manager



Energy ESG Awards

In June 2024, Kodiak was awarded a bronze medal from EcoVadis for the third year in a row. This prestigious recognition reflects our unwavering commitment to sustainability, corporate social responsibility, and environmental stewardship. At Kodiak, we believe in leading by example, not only in providing top-tier natural gas compression services but also in our dedication to creating a positive impact on the communities we serve and the environment we cherish.

EcoVadis, a global leader in business sustainability ratings, evaluates companies based on their performance in key areas such as labor & human rights, ethics, environment, and sustainable procurement. Earning the Bronze medal highlights our efforts to integrate sustainable practices across our operations and reinforces our mission to reduce emissions while maintaining exceptional equipment uptime.





Social



Kodiak - Health & Safety

A Culture of Safety and Learning

At Kodiak, safety is not just a program, it's part of who we are and how we earn trust every day. Our teams provide reliable natural gas compression services in remote and challenging environments, we must stay disciplined, transparent, and ready to improve how we work. Our goal is simple: every employee and contractor goes home safe, every day, and our communities stay protected. This is the heart of our Kodiak Greenprint, combining care for people with operational excellence.

Our Board of Directors, including its committees, plays a critical role in overseeing our Health & Safety strategy and reinforcing a culture of safety from the top down. They receive detailed updates each quarter and challenge us to learn from incidents, fix issues, and strengthen our culture. We embed Health & Safety in our Enterprise Risk Management (ERM) system because it's essential to how Kodiak stays resilient and dependable.

When summer heat is in full swing, we encourage everyone working outdoors to stay hydrated, take frequent breaks in shaded or cool areas, and wear breathable clothing when possible.



We base our culture on Human & Organizational Performance (HOP). These principles help us design systems that prevent small mistakes from becoming serious events:

- **People are fallible:** Systems must anticipate failure. Even experienced workers can make mistakes. We design our processes and equipment to prevent errors from becoming incidents.
- **Events are predictable with the right data:** We analyze reports of hazards and near misses to identify trends and stop problems before they happen.
- **Procedures must be verified in the field:** Supervisors check that our work practices match what's written on paper, this reality check keeps policies practical.
- **Leadership must engage and coach:** Kodiak leaders visit worksites, ask questions, and help employees spot and solve problems.
- **Organizations must learn continuously:** We treat every incident as a lesson. Management reviews each incident, and teams share what went wrong and what we can do better.

In 2024, we sharpened our focus on preventing Serious Injury & Fatality (SIF) Events, the highest-risk incidents, by improving our systems, using predictive data, and encouraging everyone to speak up. Zero SIF events is our long-term goal. We know it takes daily action and learning to protect our people and communities.

Integrated Health & Safety Management

We approach health and safety as one system that relies on prevention, engagement, and practical learning. These are some of the tools and practices that bring this system to life:

- **Hazard & Risk Register:** Our teams identify hazards like high-pressure gas lines, heavy lifting, or driving long distances to remote sites. We assess each risk and update our controls every quarter so everyone knows what could go wrong and how to prevent it.
- **Behavior-Based Safety (BBS):** Supervisors and employees observe work tasks in real time like using proper lifting techniques or checking that safety gear is worn correctly, and give direct, respectful feedback. This turns every day into a chance to learn and improve.
- **Stop Work Authority & Life Critical Rules:** If something feels unsafe, any employee or contractor can stop the work immediately, no questions asked. Our Life Critical Rules spell out the must-follow steps for tasks like confined space entry or working near moving machinery.
- **Virtual Reality Training:** Before working on complex repairs or maintenance, technicians can practice in virtual reality. This means they build skills safely, without the stress of doing it live for the first time.
- **Driver Safety Program:** Our drivers cover many miles to service compressor stations. We train them with defensive driving techniques and hands-on practice to help them make good decisions on the road.

- **BEARS Academy:** Kodiak’s in-house, in-person learning academy weaves safety into everyday skills training, so it’s always top of mind.
- **KISS Cards:** ‘Keep It Simple Safety’ cards are small reminders our people can carry in their pockets, like how to check ladders, stay hydrated in heat, or handle tools safely.
- **Leadership Site Visits:** Our leaders visit worksites regularly to listen, audit practices, and coach. This visible presence keeps us connected to what’s really happening.

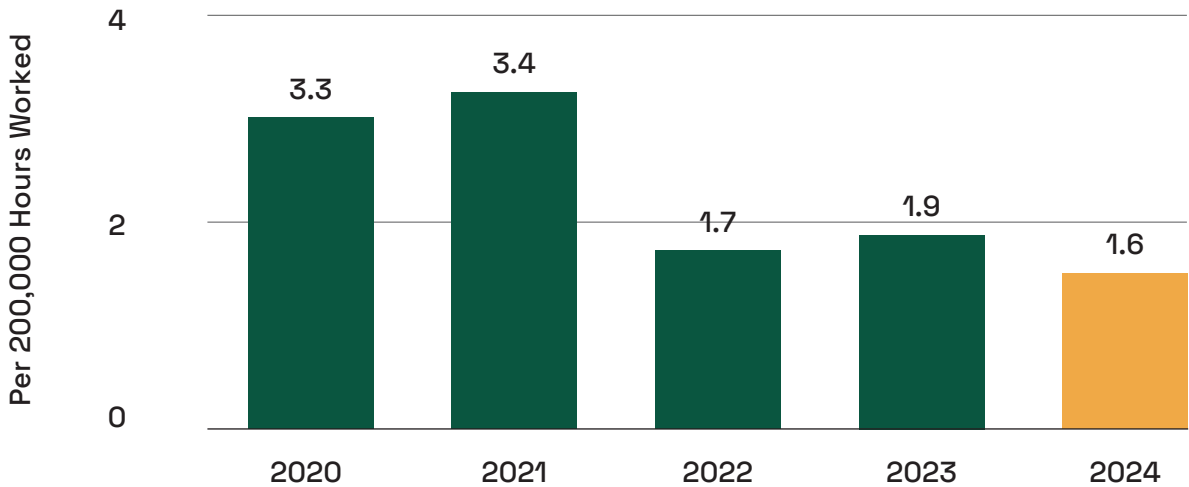
Performance & Metrics

We track both leading and lagging indicators. Leading indicators show if our prevention efforts are working. Lagging indicators show where we stand compared to industry norms and our own goals.

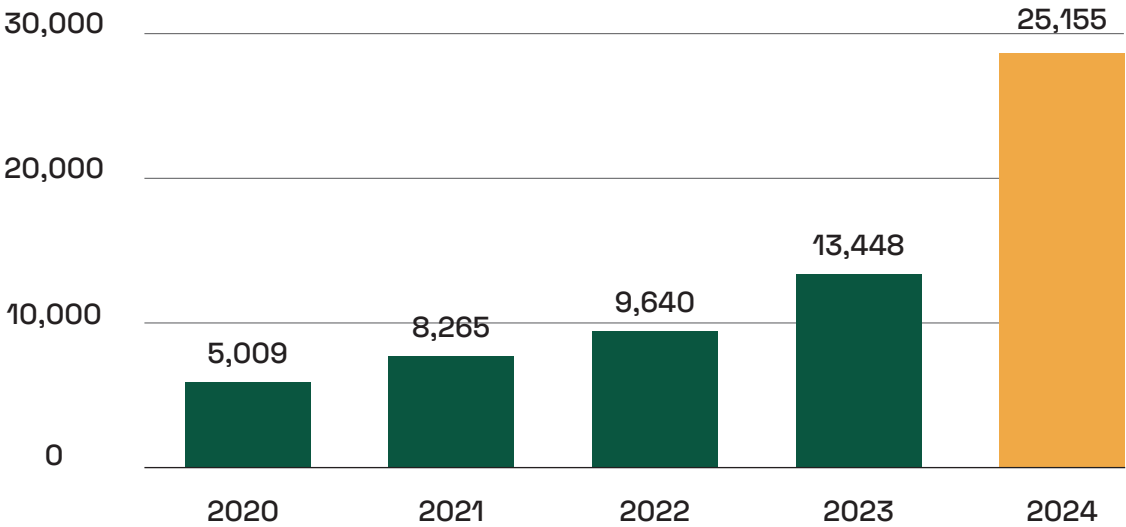
Leading Indicators:

- **BBS Participation Rates:** How often our teams conduct and record safety observations.
- **Near Miss Frequency Rate:** How often we identify and report hazards before they cause harm.
- **Corrective Action Closure Rate:** The percentage of safety improvements closed on time.
- **Leadership Engagements Completed:** The number of site visits and safety conversations leaders have with crews.
- **Job Safety Analysis (JSA) Quality:** How thoroughly we plan jobs and check for hazards.
- **Safety Training Completion:** How many employees finish required courses on time.
- **Life Critical Rule Audits:** Spot checks to ensure our highest-risk tasks follow the rules.
- **HOP Milestones:** Progress toward embedding these practices at all levels.

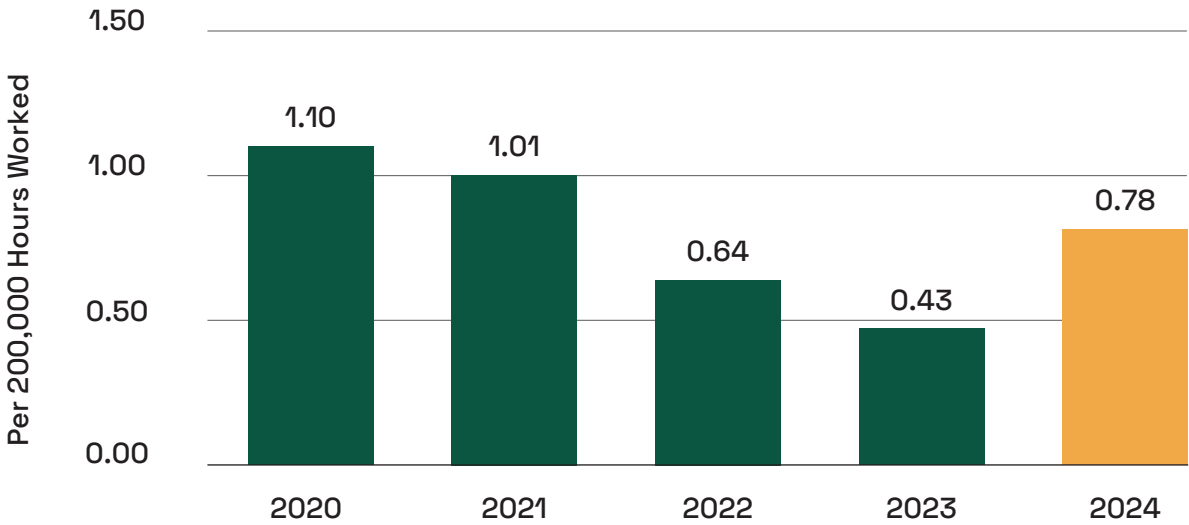
Near Miss Frequency Rate (NMFR)



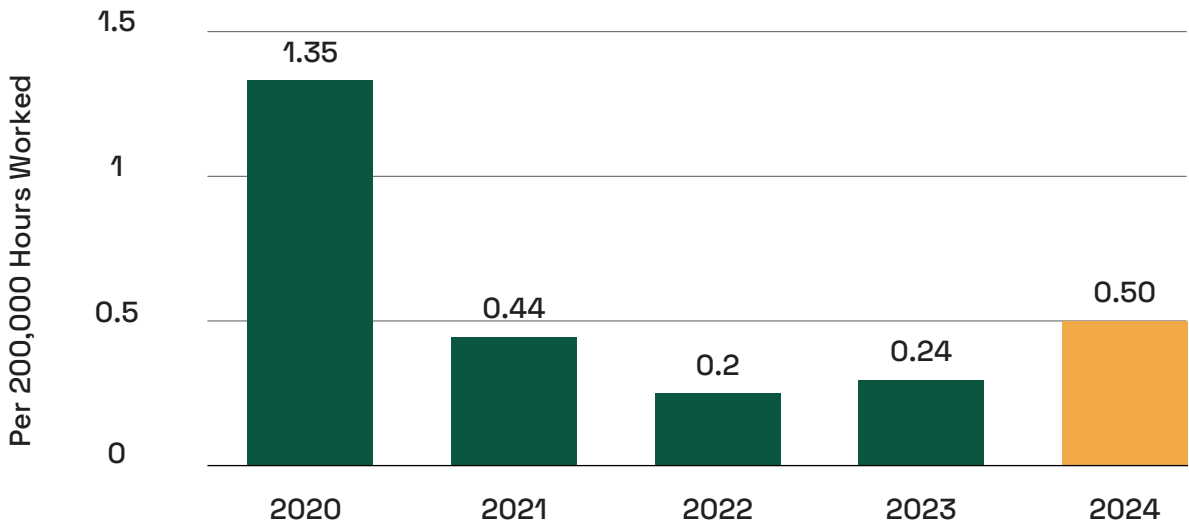
Total EH&S Training Hours



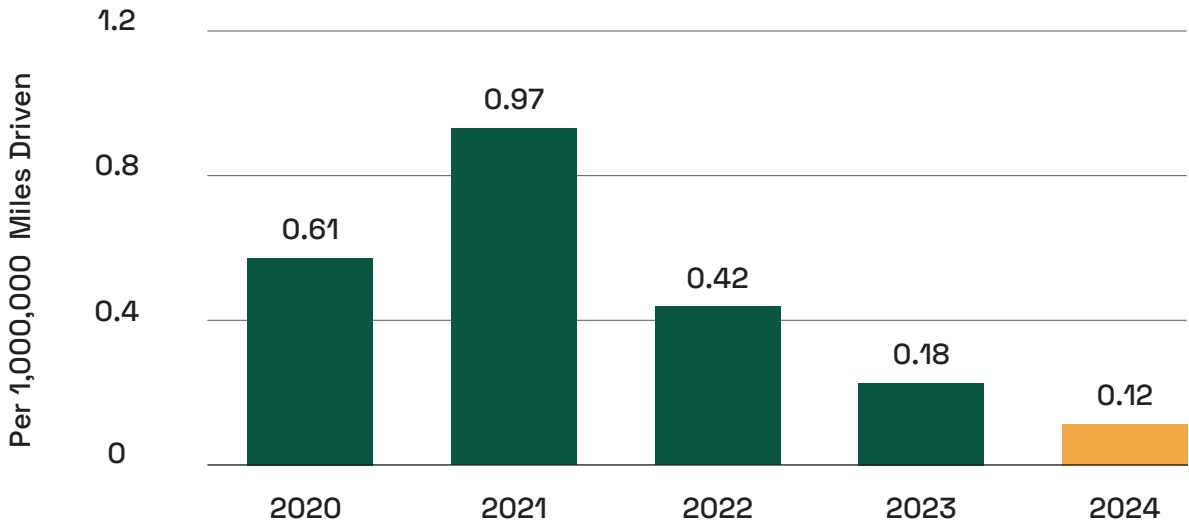
Employee Total Recordable Incident Rate (TRIR)



Employee Lost Time Injury Rate (LTIR)



Total Preventable Vehicle Incident Rate (PMVIR)



Contractor Safety

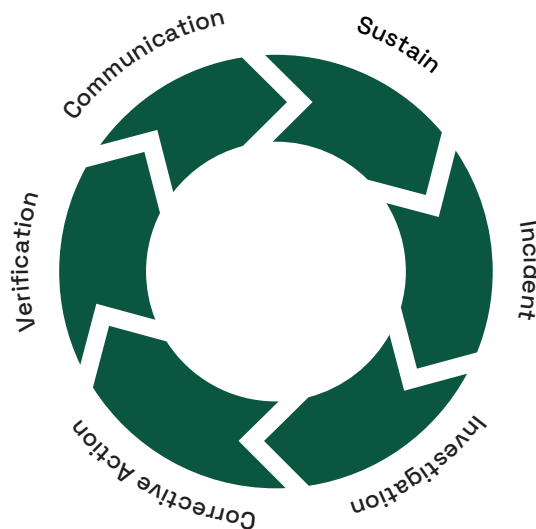
Our field work depends on trusted contractors, from equipment installations to maintenance. We hold them to the same high safety standards as our employees:

- Contractors must complete onboarding through ISNetworld, a third-party system that verifies training, insurance, and past safety performance.
- We track and compare Contractor TRIR to our own workforce to ensure everyone's performance meets expectations.
- Kodiak teams do joint site inspections and field checks to make sure contractors are working safely.
- In 2024, customers recognized our contractor management approach and asked us to share our best practices at industry forums.

EH&S Policy

We maintain a Health & Safety policy titled "Introduction and Safety Management System." Our robust suite of safety guidelines is aligned with the Occupational Safety and Health Administration (OSHA) standards. The policy is regularly reviewed and updated to reflect evolving risks and regulatory guidance. We include an annual attestation from the CEO and EVP of Operations as it relates to our Stop Work Authority policies which support the overall Behavior Based Safety (BBS) program in place at Kodiak. The organization's dedicated EH&S Assurance Manager is responsible for safeguarding our people and managing the effectiveness of all our health and safety programs.

Learning from the Past, Driving the Future



Every incident, hazard, or near miss is a chance to improve. Our closed-loop Learning From Incidents (LFI) system makes this clear.

By closing the loop, we make sure the same mistake doesn't happen twice. This keeps our people safer, our customers satisfied, and our communities protected.

Life Critical Rules

The purpose of “Kodiak Life Critical Rules” is to protect lives by focusing on our most critical work tasks and providing direct, clear, and actionable instructions to deploy for each task as follows:



At Kodiak, we believe transparency and responsibility are essential to building trust and driving performance. We prominently display this image of our “Life Critical Rules” throughout facilities as a reminder of expectations for a safe work environment.



Kodiak will continue to lead with transparency, humility, and discipline in our Health & Safety journey by strengthening our systems, engaging our workforce, and learning from every opportunity, because our people, our customers, and our communities deserve nothing less.

Supply Chain

Building Resilience Through Responsible Partnerships

At Kodiak, our supply chain is integral to our operational efficiency and sustainability performance. We leverage vendor data to evaluate purchasing options across cost, quality, and environmental considerations, enabling us to shift to more responsible sources when feasible. This approach reflects how we lead with purpose, building partnerships that deliver operational excellence, reliability, and responsibility across every link in the value chain.

Strategic Initiatives

Data-Driven Decision Making

Implementing structured data analysis to guide procurement choices, ensuring alignment with our sustainability goals.

Regional and Domestic Supplier Engagement

Strengthening relationships with local suppliers to enhance supply chain resilience and reduce transportation-related emissions.

Kodiak Gas Services primarily sources its parts and equipment from established domestic suppliers, with select specialty components procured internationally when required. Our key supplier categories include engine, compressor, and cooler manufacturers, steel fabricator and packagers, and service and maintenance partners that support the long-term performance of our fleet.

We maintain strategic partnerships with OEMs and trusted vendors to ensure reliability, availability of parts, and consistency in quality. This strategy not only reduces supply chain risk but also supports our sustainability commitments by prioritizing local and regional suppliers where possible, optimizing logistics to avoid high carbon lanes, and working with partners who share our focus on durability, efficiency, and reduced environmental impact.

Supplier Compliance and Reliability

Focusing on supplier adherence to safety standards and reliability metrics to ensure consistent and responsible operations.

Strength Through Integration

In 2024, Kodiak and CSI successfully integrated as one company, creating one of the largest contract compression fleet in North America. This integration brought together complementary supply chain strengths, broadening our vendor base, improving purchasing leverage, and expanding access to remanufacturing, parts, and service capabilities.

The combined organization is now driving supply chain synergies through:

- **Optimized Procurement:** Aligning sourcing strategies to drive cost savings and standardization across a growing operational network.
- **Leveraged Vendor Relationships:** Strengthening purchasing power within an established supplier network, particularly in gas treating, cooling, and aftermarket services, while maintaining valued, long-standing partnerships.
- **Improved Logistics & Inventory Management:** Streamlining materials flow to better support maintenance cycles, aftermarket services, and field operations.

This integrated approach positions Kodiak to deliver greater value to customers while strengthening the resilience and sustainability of our supply chain.

Remanufactured, Reuse & Recycle Program

Our commitment to sustainability is exemplified by our Remanufactured, Reuse & Recycle Program, which focuses on restoring end-of-life components to like-new condition. This approach conserves raw materials and reduces environmental impact.

Program Highlights Since 2021:

- **Recycled Materials Recovery:** Achieved a significant increase in the value of scrapped materials recovered for recycling.
- **Component Reuse:** Increased the return of parts for reuse, enhancing resource efficiency.
- **Internal Refurbishment:** Expanded the number of parts consumed through our internal refurbishment program, extending the lifecycle of critical components.

These initiatives reflect our dedication to reducing waste and optimizing resource use within the oil and gas services sector. The synergies gained from the CSI integration are enabling Kodiak to further expand these programs across more equipment categories.

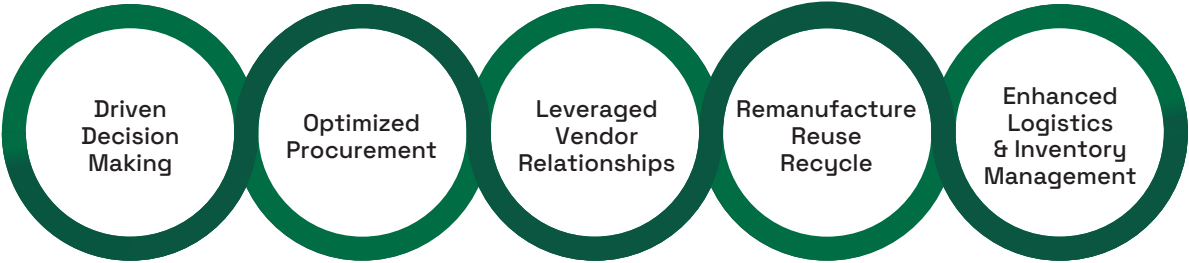
Looking Ahead: As Kodiak continues to mature as a fully integrated organization, we remain focused on driving operational discipline and building resilience across our supply chain. In the year ahead, our priorities include:

- Strengthening consistency in sourcing and supplier management across the combined fleet.
- Continuing to advance circular practices through our established remanufacturing and reuse programs.
- Maintaining close collaboration between Supply Chain and key internal partners, including Operations, Field Services, Aftermarket Services, and other corporate support functions, to ensure alignment with evolving customer needs and operational priorities.

Looking forward, Kodiak will also continue its active participation on the EWTC Tariff Committee, which meets regularly with the U.S. Department of Commerce and other government agencies. This collaborative engagement, alongside energy majors and OEMs, helps us navigate evolving trade policies and mitigate future tariff impacts, such as developments related to Section 232 and derivatives of steel and aluminum. These efforts reinforce our ability to manage regulatory risks while supporting long-term sourcing stability and strategic supplier alignment.

We will stay grounded in our disciplined approach, prioritizing reliability, efficiency, and responsible practices across every layer of our supply chain.

Integration Driving Supply Chain Synergies



Leadership Spotlight: Ryan Carr

In 2024, our Vice President of Supply Chain was elected as Committee Chair for Supply Chain at the Energy Workforce & Technology Council, a role that recognizes expertise in customs regulations, global trade compliance, and energy logistics. This leadership position allows Kodiak to contribute to shaping industry standards and advancing shared knowledge around resilient, efficient, and sustainable supply chains.

Human Capital Management

People are the power behind Kodiak. We're not just building a workforce, we're building the future of reliable energy through resilience, leadership, and heart.

Recruiting Top Talent

At Kodiak, our strength has always been our people. From the first handshake, to the day they hang up their hard hat, we're committed to building careers that last. That commitment starts with how we find and welcome new talent to the team.

Our approach to recruitment is thoughtful, people-first, and rooted in our values. We build strong industry relationships and partner with universities, military and veteran programs, and professional networks to connect with individuals who share our drive and integrity. We don't just look for the right skills, we look for the right fit, and we take that responsibility seriously through careful screening and meaningful engagement.

You'll find us proudly wearing Kodiak green at career fairs, connecting with transitioning service members, and welcoming interns each year, all part of keeping our teams strong, skilled, and ready for what's next.

The Kodiak Ignite program, initiated in 2024, is a developmental program for students that have completed or are in the final semester at an applicable technical school. It is a 4-month rotational program that provides cross-functional, hands-on exposure in the field to deliver a holistic view of Kodiak's business. Ignite Field Service Technicians (FST) spend time rotating through our various field locations as well as support areas such as emissions, set-crew, overhaul and more. Following the achievements of our first-year participants, the Ignite program will continue to expand and train future field service technicians through continued collaborations with our partner technical schools in multiple states. Additionally, we also host a 3-month Corporate Intern Summer Program to offer non-operations students valuable industry experience and identify potential candidates for entry level roles in accounting, IT, HR, supply chain, engineering and more.

Our BEARS Academy facility, located in the Permian, is our fully equipped training center where our employees go to Build Experience and Real Skills for the gas compression industry. The training center features over 7,500 square feet of dedicated shop and lab space for facilitating hands-on learning, as well as the integration of our Virtual Reality training to provide practice for in-the-field standard operating procedures and safety protocols. After opening BEARS Academy in 2024, we launched the Technician Fundamentals training program for all new Operations employees at Kodiak. New hires are automatically enrolled in the program and assigned to a learning cohort. Then they visit BEARS Academy for three separate weeks of training over their first 90 days of employment. Within the inaugural year, Kodiak had over 185 technicians graduate from the Technician Fundamentals program after successfully completing all three weeks of training. Upon graduation of the first cohort, it was obvious the initiative not only streamlines onboarding, but it also successfully equips technicians, regardless of their prior experience, with the knowledge and skills to learn and grow in the Kodiak way. Therefore, to continue to accelerate skill acquisition and job readiness, further growth and expanded offerings at BEARS Academy remains a priority.

In 2024, Kodiak continued to strengthen our technical training program with recognition from leading OEMs, including Caterpillar and Ariel. These designations highlight our deep expertise across the compression landscape and reinforce our commitment to ensuring Kodiak technicians are among the best trained in the industry. In 2025, Kodiak will be advancing toward certification as a Waukesha Authorized Technical Trainer (WATT) Partner. This designation, held by only a select group of organizations, will allow Kodiak to train not only our own team members, but also technicians from across the industry on Waukesha engines. Achieving WATT certification expands our role in developing the workforce and supporting a stronger industry pipeline through hands-on, high-quality training. It is one more way Kodiak is investing in people, performance, and progress.

Retaining our Talented Employees

Kodiak is dedicated to providing employees with continuous growth opportunities that enhance engagement, improve customer experience, and drive business success. We believe employee retention is just as important as talent acquisition; therefore, it is our goal to uphold a supportive work environment that fosters long-term career commitment. A key aspect of our retention strategy is offering a comprehensive benefits package, including 100% employer-paid healthcare premiums for employees and their families, a robust 401(k) plan with a full company match on contributions up to 6%, and base plus discretionary bonus compensation for every full-time employee.

Our mentoring programs, both formal and informal, further strengthen a bond with Kodiak as an organization while simultaneously contributing to professional growth. These groups foster collaboration and knowledge sharing between experienced professionals and new employees while forging cross-departmental connections. We invest in developing the whole person at Kodiak by using a behavioral self-assessment tool called Everything DiSC®. This enables both employees and managers to understand personality styles, communication preferences, and career motivations leading to a more productive workforce.

At Kodiak, we aren't just building careers, we're shaping the future of our company through people who live our values. Retention is more than loyalty; it's how we protect our culture and sustain our momentum.

Providing Opportunities for Career Development

To support our employees' career growth, we have built extensive training programs and offer a variety of learning opportunities in our Kodiak Learning Management System (LMS). With over thirty-five different professional development courses available, employees can select to receive training in numerous topics including financial literacy, computer skill development, management, and leadership development. We track completed training hours for each employee and encourage employees to continue to learn and invest in their personal and professional growth.

Strong leaders are critical of Kodiak's strategic initiatives, and therefore we provide robust opportunities to develop the leaders of Kodiak. Internal courses, such as Manager 101, The Art of Delegation, Conversational Leadership, and Driving Profitable Growth focus on management skills and business operations. High impact leaders are offered the chance to attend Kodiak Leadership University, a one-week leadership intensive program through our partnership with the Texas A&M Center for Executive Development. These training initiatives ensure that employees at all levels have opportunities for skill enhancement and career progression. At Kodiak, we aren't just building careers, we're investing in the people who carry our mission forward. Retention is more than loyalty; it's how we protect our culture and sustain long-term success.

Diversity, Equity & Inclusion (DEI)

At Kodiak, we believe a strong company starts with respect, for each other's perspectives, experiences, and individuality. We're committed to building a workplace that goes beyond checking boxes. Inclusion, dignity, and belonging aren't just policies here, they're part of how we work, grow, and succeed together.

Discrimination or harassment of any kind has no place at Kodiak. We foster an environment where people feel safe, supported, and valued. Our "culture-add" mindset invites fresh perspectives that not only enrich our employee experience but strengthen our business.

Our team reflects a wide range of backgrounds and stories, and that diversity shows up at every level of the organization. We've grown that way naturally, by hiring people based on their talent, professionalism, and shared belief in our success.

K-Vets, our Veterans Employee Resource Group (ERG), has helped lay the foundation for more ERGs to come, giving employees space to connect and support one another. We're proud to be active members of the Women's Energy Network, with Kodiak employees serving in leadership roles and lifting others along the way.

By continuing to champion efforts that push past bias and elevate one another, we're creating a workplace where everyone can do their best work, and feel proud to be a part of it.

Awards & Recognition

Kodiak's commitment to employee engagement shows in the recognition we've received, including annual honors from USA Today's Top Workplaces and Newsweek's Most Loved Workplaces. Kodiak has been celebrated in categories like Innovation, Professional Development, Support for Parents and Caregivers, and Volunteerism.

In 2024, we reached 100% participation in the Gallup Q12 engagement survey, a remarkable milestone. We're proud of this achievement and deeply grateful to our people for their voice and honesty.

Engagement surveys provide clear insight into how connected people feel to their work and to one another. They help guide decisions that keep the workplace thriving, with a focus on continuous improvement, shared purpose, and a genuine commitment to the people who power Kodiak.



2024 Awards by Category	
Top Workplaces	Most Loved Workplace
Appreciation	Diversity
Purpose & Values	Parents and Caregivers
Compensation & Benefits	Volunteering
Innovation	Women
Leadership	
Professional Development	

Community Involvement

Since our beginning, Kodiak has remained deeply committed to charitable giving. In 2021, we launched the Kodiak Cares Foundation (KCF) to formalize that commitment and expand our impact. Guided by five key pillars aligned with the needs of our employees and communities, Children’s Causes, Military and First Responders, Community Needs, Educational Opportunities, and Environmental Stewardship, KCF allows us to continue Kodiak’s long-standing financial support while growing new efforts that reflect the evolving needs of those we serve.

In 2024, Kodiak Gives Back, a branch of the Kodiak Cares Foundation, contributed approximately \$1 million to charitable causes in communities where we live and work. These investments reflect the Kodiak spirit of giving and reinforce our purpose-driven approach to supporting the communities where we live and work. Key 2024 initiatives included:

- A \$1 million pledge to Sky High for Kids supporting immunotherapy research at Texas Children's Cancer Center to improve outcomes for children fighting cancer.
- Contributions to The Gabriel Project of Wyoming, delivering diapers, wipes, and baby essentials to underserved families.
- Support for the Community Foundation of Southern New Mexico, offering emergency relief to wildfire-affected families.
- Ongoing engagement with local food banks and schools, where Kodiak teams helped distribute meals, supplies, and educational resources.

In addition to external giving, KCF also provides direct support to Kodiak's full-time employees and their families through two programs:

- The Scholarship Assistance Fund, administered by Scholarship America®, awards up to six renewable \$5,000 scholarships annually to children of employees pursuing college or vocational education.
- The Employee Assistance Fund (EAF), administered by America's Charities, offers financial assistance to employees experiencing unforeseen hardships, including federally declared disasters or personal emergencies.

These efforts reflect Kodiak's ongoing commitment to putting people first, supporting our workforce, their families, and the communities around us through every stage of life.

At Kodiak, community is a core principle woven into everything we do. The Kodiak Cares Foundation reflects our belief that lasting impact begins with showing up for one another. Whether we're responding to a crisis, supporting a local family, or investing in the next generation's education, every act of giving reflects our purpose. These efforts shape how we work and how we lead. As our business grows, our commitment to care, service, and community grows with it.



What Kodiak Cares Means to Me:

I'm grateful to Kodiak Gas Service for supporting my Computer Science and Math degree. Your scholarship empowers my journey toward graduation in May 2026 and fuels my academic success."

- Jay Ghosal

Trade Associations

Our company is involved in select trade associations to participate in industry events that allow us direct access to regulatory resources while partnering with our surrounding communities and peers. We are enthusiastic about the vital need for natural gas to provide energy reliability and security, making our compression units a critical piece of the energy value chain. It is important for us to contribute to the ongoing deliberation around regulatory rules and requirements for our industry at both the federal and state level.





Governance



Corporate Governance Overview

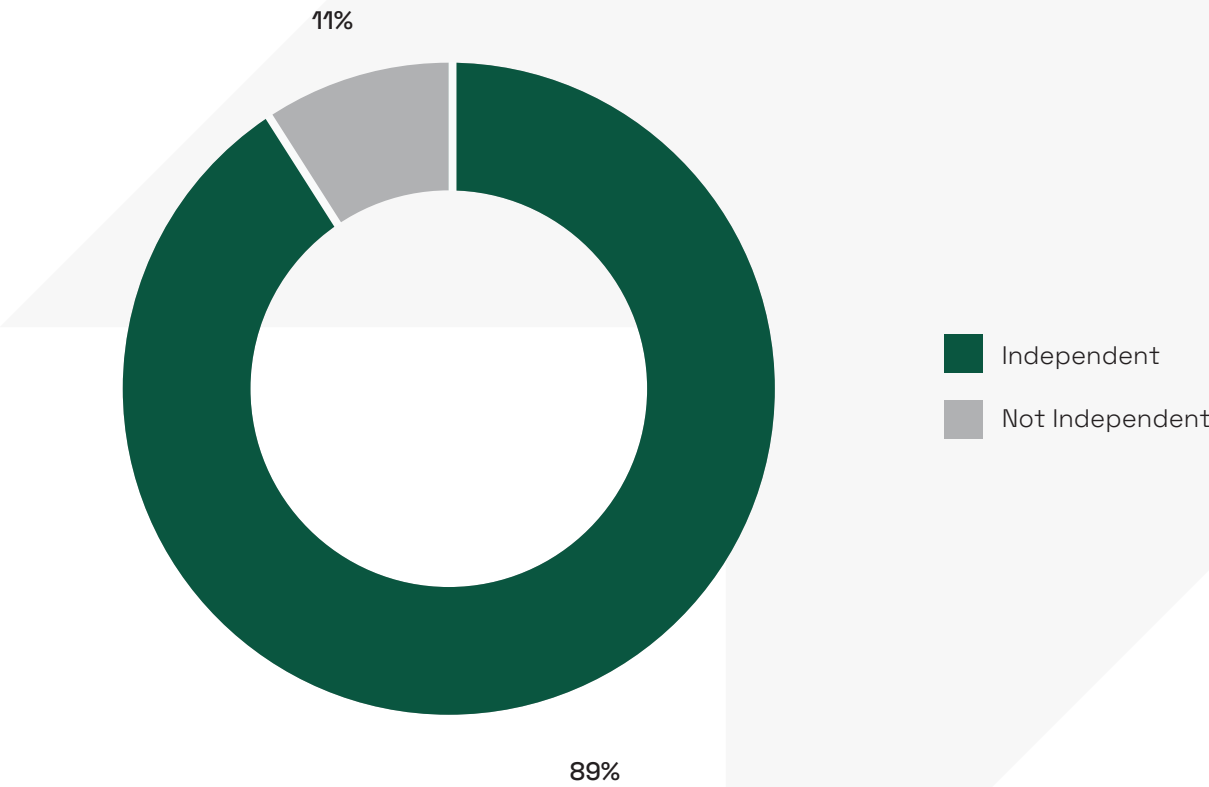
Kodiak became a publicly traded company on the New York Stock Exchange (NYSE) in 2023. We follow all SEC, NYSE and other applicable requirements and recommendations for corporate governance. Proxy advisory firms and institutional investor voting policies also influence many of our corporate governance policies and procedures currently in place.

Our Board of Directors (Board) oversees the organization's mission, sustainability strategies, and management of vulnerabilities while steering the Company to drive long-term shareholder value. In 2024, our Board was 89% independent, comprised of nine qualified directors with a variety of backgrounds and experience. When considering director candidates, our Nominating, Governance & Sustainability committee members look for integrity, good judgment, and the right mix of knowledge, experience, and skills to help guide Kodiak.

Strong corporate governance is the foundation of our commitment to responsible and sustainable business practices. Our governance framework is designed to ensure transparency, accountability, and ethical conduct at all levels of our organization. A list of our corporate governance highlights and charts summarizing the composition of our Board and skills and experiences of our Board members are on the following pages. The full biographies of our Board can be found on Kodiak's website.



Board Independence



Board of Directors as of July 2025

Skills and Experience

Public Company Board:	Current or previous service on a public company board.
Executive Leadership:	Experience serving as a non-employee director in a leadership role or a senior management executive in roles such as a CEO, Chief Operating Officer (COO), Chief Financial Officer (CFO) or General Counsel or a large segment President of a publicly listed company.
Accounting and Finance:	Experience or expertise in financial accounting and reporting or the financial management of a major organization. Understanding of capital markets, capital allocation, mergers and acquisitions and investor relations.
Health, Safety & Environmental:	Experience or expertise in the health, safety, and environmental functions.
Industry Knowledge:	Experience as a senior management executive or non-employee director in the energy industry or in similar industries.
Sustainability/ESG:	Experience or expertise with environmental impact, sustainability, and corporate responsibility to support Board oversight of its Sustainability/ESG initiatives.
Legal/Regulatory/Risk Management:	Experience or expertise in enterprise-wide risk management, legal, public policy, government relations and compliance matters.
Strategy Development:	Experience or expertise in developing strategic priorities and corporate and business plans.
Technology/Cybersecurity:	Experience or expertise in cybersecurity, technology, or the use of digital media. Oversight of IT governance processes, infrastructure, policies and business continuity plans.
Human Capital Management/Compensation:	Experience or expertise in human capital management, compensation, benefits, recruiting, retention and fostering talent development, including developing corporate culture and diversity, equity and inclusion in the workforce.

Background

Age
Gender
Independence

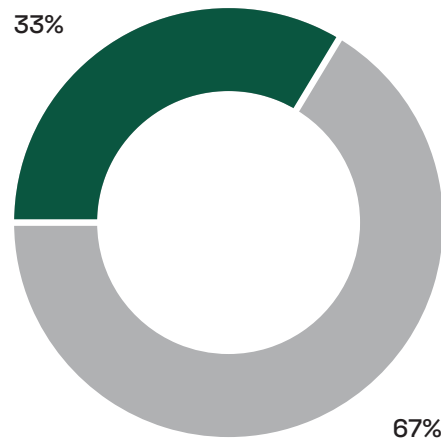
Board Committees

Audit & Risk
Personnel & Compensation
Nominating, Governance & Sustainability

* Independent Chairman of the Board ** Audit Committee Financial Expert

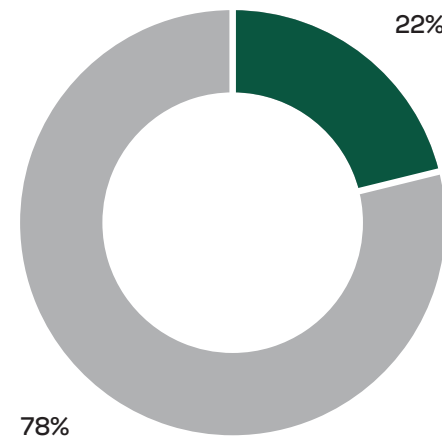
	Terry Bonno	Alex Darden	Chris Drumgoole	Jon-Al Duplantier	Randall Hogan*	Gretchen Holloway**	Mickey McKee	Peggy Montana	Nirav Shah
	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓	✓	
	✓	✓	✓		✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓	✓	
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	✓	✓	✓	✓	✓	✓	✓	✓	✓
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	✓	✓	✓		✓		✓	✓	
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	67	50	50	58	69	50	47	70	38
	F	M	M	M	M	F	M	F	M
	✓	✓	✓	✓	✓	✓		✓	✓
			✓			Chair		✓	
	Chair			✓	✓				
	✓	✓		Chair					

Gender



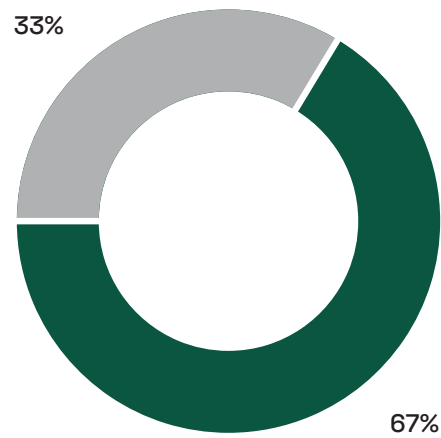
Female: 3 Male: 6

Ethnic Diversity



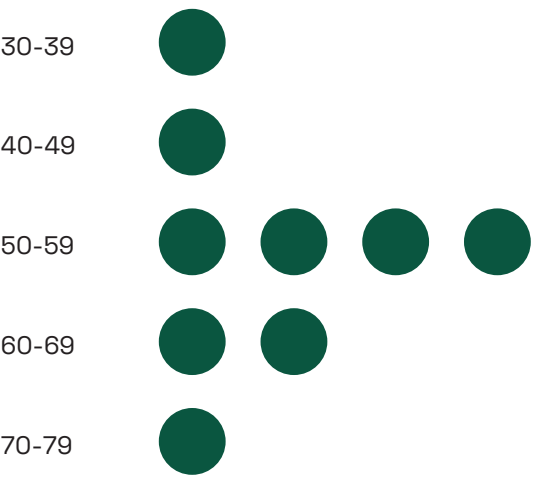
Racially or Ethnically Diverse: 2
Non Racially or Ethnically Diverse: 7

Comittee Chairs



Female: 2 Male: 1

Age



55.4

Average Age

Director	Independent	Audit & Risk	Personnel & Compensation	Nominating, Governance & Sustainability
Randall J. Hogan, III*	Yes		•	
Terry B. Bonno	Yes		C	•
Alex N. Darden	Yes			•
Chris Drumgoole	Yes	•		
Jon-Al Duplantier	Yes		•	C
Gretchen Holloway**	Yes	C		
Mickey McKee	No			
Margaret C. Montana	Yes	•		
Nirav Shah	Yes			•
Number of 2024 Meetings	9	6	6	4

* - Chairperson of the Board C - Chairperson • - Member ** - Financial Expert

[The full biographies for our Board can be found on Kodiak's governance website.]



Board and Committee Risk Oversight

Our Board plays an active role in overseeing the Company's risk management framework. While management is responsible for the day-to-day assessment and management of risk, the Board is responsible for ensuring that appropriate risk management processes are in place across our organization.

The Board executes its oversight responsibilities both directly and through its committees, each of which is responsible for overseeing specific areas of risk within its purview.

The Board operates through three key committees with three board members sitting on each: the Audit & Risk Committee, the Nominating, Governance & Sustainability Committee, and the Personnel & Compensation Committee.

Audit & Risk Committee

The Audit & Risk Committee (A&R Committee) oversees, reviews, acts on and reports on various auditing and accounting matters to the Board, including the selection of our independent accountants and the scope of our annual audits. It oversees the process of reviewing the principal risks associated with the Company's business, as well as our compliance programs related to legal and regulatory requirements.

Nominating, Governance & Sustainability Committee

The Nominating, Governance & Sustainability Committee (NGS Committee) identifies, evaluates and recommends qualified nominees to serve on our Board, develops and oversees our internal corporate governance processes and the Company's sustainability objectives. The NGS Committee also reviews with management the quality of the Company's procedures for identifying, assessing, monitoring and managing key environmental, safety and social risks in the Company's business.

Personnel & Compensation Committee

The Personnel & Compensation Committee (P&C Committee) establishes salaries, incentives and other forms of compensation for executive officers and other employees, administers our incentive compensation and benefits plans, and oversees the development, implementation and effectiveness of the Company's human capital management practices, policies, strategies and goals. The P&C Committee also reviews the Company's incentive compensation arrangements to determine whether they encourage excessive risk taking.

We typically conduct four regular committee meetings each year in conjunction with our four regular board meetings using ad hoc scheduling for additional special meetings as needed. Every Board member attended at least 75% of the nine meetings held in 2024. The charters for each of our Board committees can be found on the Company’s website.

Continuing Director Education

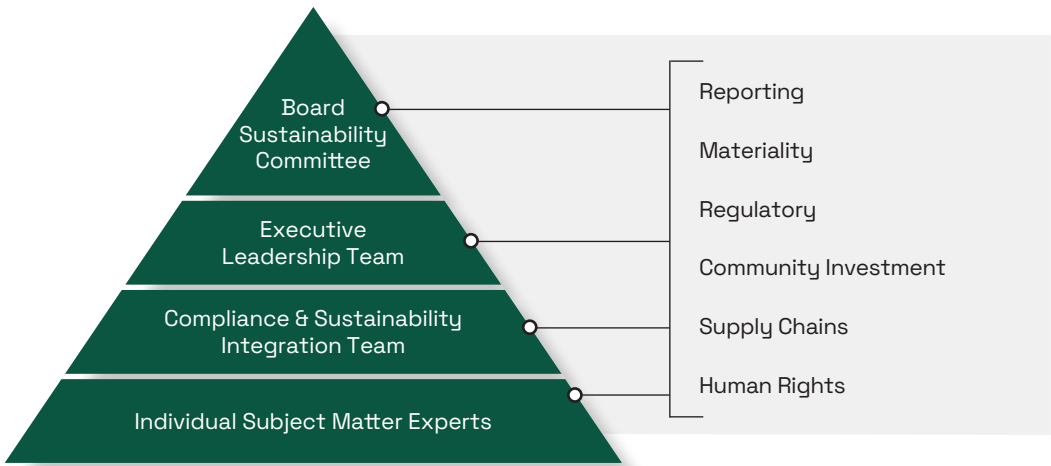
At the core of effective corporate governance is a well-informed and engaged Board. Our internal legal and compliance team specializes in educating the Board on current and emerging industry, regulatory and governance matters. To ensure continuing director education, Kodiak:

- Encourages and provides subscriptions to the National Association of Corporate Directors (NACD) for resources related to navigating the governance landscape.
- Regularly invites subject matter experts to Board and committee meetings to discuss emerging issues relevant to Kodiak’s business and strategic objectives.
- For unique situations, works with qualified third parties for consultation and counsel on regulatory matters.

Sustainability Oversight

We believe that strong sustainability governance is essential to ensuring the integrity, consistency, and transparency of the information we provide to our stakeholders. Our governance framework establishes clear responsibilities and oversight at every level of our organization, supporting accountability and alignment with our strategic sustainability objectives.

The diagram below illustrates how our Board, leadership, and cross-functional teams work together to integrate sustainability and compliance into day-to-day decision-making across the business.



Compliance & Sustainability Integration Team

As part of the Kodiak Greenprint, our framework for responsible growth and operational integrity, we established the Compliance & Sustainability Integration Team in late 2024. This cross-functional group ensures that environmental compliance, emissions management, and sustainability initiatives are fully aligned with Kodiak's business strategy and day-to-day operations.

Rather than operating in a silo, this team works across departments to embed environmental accountability into the core of how we plan, operate, and measure performance. Their efforts help us stay ahead of evolving regulations while supporting our customers, our people, and our long-term objectives.

Key areas of focus:

- **Regulatory Integration:** Ensuring our operations remain aligned with complex and evolving standards before they become risks.
- **Data Credibility:** Building consistent, traceable systems to manage environmental and compliance data, enabling reliable disclosures, customer reports, and operational insights.
- **Strategic Alignment:** Helping leadership understand how compliance, sustainability, and emissions performance intersect with Kodiak's growth and capital planning decisions.
- **Unified Messaging:** Supporting clear, consistent communication with customers, partners, and internal teams about Kodiak's environmental performance and compliance position.
- **Performance Tracking:** Developing internal KPIs that drive accountability and continuous improvement across our footprint.

The Compliance & Sustainability Integration Team reflects Kodiak's commitment to turning expectations into execution, and ensuring that our sustainability goals are backed by action.



"The most effective sustainability strategies are those that align with the way we work, in the field, with our customers, and across our teams. At Kodiak, we integrate compliance and innovation into our operations because we know that's what drives lasting value, for our company, our partners, and the energy future we help deliver."

- Kathy Norris, Vice President, Sustainability and Regulatory Relations

Enterprise Risk Management

Kodiak maintains a disciplined approach to managing enterprise risks that could affect our operational performance, reputation, and long-term sustainability. The Board of Directors, supported by both the A&R Committee and the NGS Committee, provides oversight of key risk exposures and the effectiveness of our mitigation strategies.

The A&R Committee oversees the Enterprise Risk Management framework and reviews the company’s risk identification, assessment, and response processes. The NGS Committee ensures that sustainability and ESG-related risks are integrated into our broader ERM framework. The Board reviews the risks and responses identified in the ERM framework.

Guided by this oversight, our ERM process includes:

Enterprise Risk Management (ERM) Framework

- Regular discussions with executive management and functional leaders to identify, evaluate, and update key risks.
- Monitoring industry trends and emerging risks to inform proactive mitigation.
- Benchmarking against peer disclosures and best practices.
- Reviewing and updating the risk heat map to reflect both unmitigated and mitigated risk profiles, including likelihood and potential impact.
- Aligning risk management activities with our strategic objectives and regulatory requirements.



Executive Compensation

Kodiak has a compensation program for its leadership and senior executives, covering fixed and variable pay, bonuses, termination payments, claw backs, and retirement benefits, all aligned with performance and organizational impact. Kodiak also maintains rigorous stock ownership guidelines for non-employee directors and our executives. Stock options (whether vested or unvested) and unvested performance-based awards are not counted as shares for the purpose of calculating ownership under our stock ownership guidelines. The remuneration process is overseen by our P&C Committee, considering stakeholder input to ensure fairness and transparency. Our goal is to encourage the entire workforce, starting at the management level, with accountability measures on performance. As delegates for sustainability oversight, executive leadership ensures board education on sustainability topics and evaluates performance through a structured review process. In accordance with our status as an emerging growth company, we include details on executive compensation in our annual Proxy Statement, including short-term and long-term incentive plans as well as the Kodiak Omnibus Incentive Plan that aligns the interests of our executives with our shareholders.

Ethics and Integrity

In 2024, we made adjustments to numerous Kodiak governance documents, including all of our committee charters. The changes ranged from clarifying language and formalizing review cadence to adding fee and website disclosures. We strive to constantly improve our documentation related to monitoring risk, tracking accountability for initiatives and communicating Board governance priorities. As part of this effort, we maintain a Code of Conduct (the Code) which outlines the responsibilities and expectations of every director, officer, employee and independent contractors of Kodiak, covering respect, honesty, integrity and character. New hires are provided with training on our Code and all employees are required to acknowledge understanding of the guidelines, reaffirming them on a periodic basis. Our Chief Compliance Officer is responsible for implementing, among other matters, the following topics within the Code:

- Reporting Violations and Protection from Retaliation
- Higher Expectations for Supervisors
- Complying with the Law
- Competitive Information
- Maintaining our Integrity
- Conflicts of Interest
- Maintaining Company Assets, Proprietary Information and Intellectual Property
- The Work Environment

Kodiak's comprehensive Code outlines our commitment to responsible business practices, including due diligence, human rights protections, and adherence to international standards. Policies are approved at the highest level and communicated across all stakeholders.

**Spotlight on Human Rights:**

Kodiak and our Board support universal human rights. Our approach is informed by the United Nations Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, the United Nations Declaration on the Rights of Indigenous Peoples, and the core conventions of the International Labour Organization, set out in the Declaration on Fundamental Principles and Rights at Work. Everyone has the right to safe, fair, ethical and humane working conditions, which includes freedom from forced labor, child labor, modern slavery, bonded labor and human trafficking. Our policies ensure no person shall be subjected to cruel, inhumane or degrading treatment or punishment and all individuals may freely associate and form or join organizations, including labor unions, without fear of discrimination or retaliation.

Management of the Legal & Regulatory Environment

Kodiak Gas Services actively participates in public policy advocacy at the federal, state, and local levels in alignment with our Public Policy Advocacy Policy. These efforts are designed to support our business objectives and are conducted through industry partnerships and trade associations, not based on the personal agendas of any individual director, officer, or employee.

Employee participation in advocacy activities on behalf of Kodiak must be pre-approved by either the Executive Vice President & Chief Financial Officer or the Executive Vice President & Chief Legal Officer, consistent with Company policy and internal approval matrices.

Kodiak does not make political contributions or payments from Company funds to candidates, political parties, political action committees, or organizations involved in election-related activity. We also do not operate a political action committee (PAC) at this time.

Our public policy activities and trade association memberships are reviewed regularly by senior management and the Board's NGS Committee and A&R Committee to ensure alignment with our values, business priorities, and applicable legal standards.



Cybersecurity & Data Privacy

“Cybersecurity is part of Kodiak’s reliability promise.”

At Kodiak, digital resilience fuels operational performance.

We apply the same uncompromising standards to our cybersecurity program that we bring to the field, disciplined, proactive, and built to endure.

- Rooted in the **NIST Cybersecurity Framework**
- Backed by **ISO 27001-aligned protocols**
- Guided by **Board-level oversight and enterprise risk review**

Kodiak is committed to protecting our business and our customers’ contracted compression equipment and information from cybersecurity risks. Like other companies, our systems and networks, and those of third parties with whom Kodiak does business, may be subject to cybersecurity breaches caused by, among other things, illegal hacking, insider threats, computer viruses, phishing, malware, or ransomware. Therefore, our A&R Committee oversees our cybersecurity risks, receiving periodic updates from the cybersecurity team, further reinforcing our commitment to effective governance. Our Board reviews cybersecurity risks at least annually within the broader context of enterprise risk management, ensuring that potential risks to financial health and reputation are mitigated. Kodiak did not experience any data breaches in 2024.

Our cybersecurity strategy focuses on intentional risk management through a comprehensive program, designed in accordance with the NIST Cybersecurity Framework and ISO 27001. This program identifies, assesses, and mitigates potential cybersecurity threats, including third-party vendor risks, with results and strategies reviewed annually by the A&R Committee. We also go through due diligence processes that assess our controls in place.

Kodiak’s extensive fleet of telemetry-enabled compressors makes cybersecurity central to how we protect operations and customer trust. While the nature of our business differs from other oil and gas facilities, we recognize the increasing sophistication of cyber threats and address them with a layered, proactive defense strategy. Our program is managed by a dedicated team covering information technology, cybersecurity, and infrastructure, supported by our Chief Information Officer (CIO) and a team of dedicated cybersecurity professionals. In addition, Kodiak leverages an extensive network of trusted third-party resources to provide specialized oversight, intelligence, and guidance. These external partnerships enhance our in-house expertise with best-in-class monitoring, response, and resilient capabilities. By combining internal discipline with external resources, Kodiak ensures comprehensive protection across our systems, networks, and telemetry infrastructure. This integrated approach enables us to anticipate risks, apply industry-leading controls, and continuously strengthen our resilience. For Kodiak, cybersecurity is not just about safeguarding data, it is a core element of operational reliability and stakeholder confidence.

Our organization maintains an Information Security Policy (ISP) which is updated at least annually and approved by Kodiak's CIO and legal department. The information security and data privacy framework in place at Kodiak was built to comply with applicable laws, rules, and regulations. Our program ensures that employees, vendors, and third parties with access to systems or sensitive information adhere to established policies and procedures that cover the identification, protection, detection, response, and recovery of programs. All new hires receive training on this policy, and if meaningful changes are made, additional training is issued to all employees. Kodiak's Information Technology (IT) department reviews all software requested by employees for legitimacy and integrity prior to approval. We utilize secure access backup data storage as part of our dedication to cybersecurity best practices amidst an ever-evolving threat landscape.

In 2024, Kodiak conducted training initiatives that support our efforts to enhance security awareness across the organization and equip our workforce with the knowledge to respond effectively to potential cybersecurity risks. We train our employees on security-related topics using a variety of methods such as frequent site and whole business phishing exercises.

Highlight On Combining Teams

In 2024, we merged two experienced IT teams from legacy Kodiak and CSI with leadership roles coming from both organizations. The result was a thoughtful and innovative review of not only how best to integrate our systems, but also to identify areas for improvement and policy updates. This exercise is always a part of the rapidly changing landscape in technology departments, but we were presented with unique opportunities while combining two strong industry perspectives. Synergies enabled our team to overcome the challenges of large-scale integration by working together and identifying the right people for the right positions. This also led to developing an idea for increased scrutiny of our vendors from a security standpoint through formalized vendor questionnaires. We enhanced our dedicated security group, building on the security program, tightening policies, and migrated users to a unified system through two teams working together as one.



"Bringing together the Kodiak and CSI IT teams gave us the opportunity to strengthen not only our systems, but our entire approach to cybersecurity. We took the best of both organizations, processes, people, and policies, and built a stronger, more resilient digital foundation that supports our operations and protects our customers."

- Jessica Lalor, Director of Information Technology

Appendix

Report Metric	Unit	2024	SASB Services	SASB Midstream	GRI Code	TCFD
Financial						
Revenue	\$M USD	1,159,311				
Environmental						
Emissions						
Scope 1 Emissions Total	Metric Tons CO2e	30,445		EM-MD-110a.1	305-1	✓
Scope 1 Emissions Intensity	Tons CO2e/Revenue \$M	0.03			305-4	
Scope 1 Emissions: Tons of Carbon	Metric Tons CO2e	29,702			305-1	
Scope 1 Emissions: Tons of Methane	Metric Tons CO2e	109			305-1	
Scope 1 Emissions: Tons of Nitrous Oxide	Metric Tons CO2e	634			305-1	
Scope 1 Emissions: Percent Methane	Percentage (%)	0.4%		EM-MD-110a.1		
Scope 2 Emissions: Total (Location-Based)	Metric Tons CO2e	845			305-2	✓
Scope 2 Emissions Intensity (Location-Based)	Tons CO2e/Revenue \$M	0.001			305-4	
Scope 2 Emissions: Tons of Carbon (Location-Based)	Metric Tons CO2	841			305-2	
Scope 2 Emissions: Tons of Methane (Location-Based)	Metric Tons CH4	2			305-2	
Scope 2 Emissions: Tons of Nitrous Oxide (Location-Based)	Metric Tons N2O	2			305-2	
Scope 2 Emissions: Total (Market-Based) ¹	Metric Tons CO2e	0			305-2	✓
Total GHG Emissions	Scope 1 + 2 (Metric Tons CO2e)	31290				
Total GHG Intensity	Scope 1 + 2 / Revenue \$M	0			305-4	
Energy						
Total Energy Consumed	GJ	449,738			302-1	
Energy Intensity	GJ/\$M Revenue	0.39			302-3	

Renewable Energy Used	GJ	5,330	
Renewable Energy Used As Percent of Office Electricity	Percentage (%)	68%	
Electricity Used Total	GJ	7,784	302-1
Total Fuel Consumed	GJ	446,096	EM-SV-110a.1
Diesel Consumed	GJ	246,407	EM-SV-110a.1
Gasoline Consumed	GJ	188,061	EM-SV-110a.1
Natural Gas Consumed	GJ	11,628	EM-SV-110a.1
On Road Equipment	Percent of Fuel Used in On-Road Equipment	434,468	EM-SV-110a.1
Off Road Equipment	Percent of Fuel Used in Off-Road Equipment	N/A	EM-SV-110a.1

Environmental Impact

Land owned, leased or operated within areas of protected conservation status or endangered species habitat	Percentage (%)	0%	EM-MD-160a.2
Number of hydrocarbon Spills	#	0	EM-MD-160a.4
Amount of hydrocarbon Spills	Bbls	0	EM-MD-160a.4
Volume of Spills Recovered	Bbls	0	EM-MD-160a.4

Waste

Waste Total ²	Metric Tons	303	306-3
Waste Recycled	Percentage (%)	98%	

Water

Total Water Use	Thousand Cubic Meters (m ³)	6.17	EM-SV-140a.1
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Social

Health & Safety

Employee: Total Recordable Incident Rate (TRIR)	Per 200,000 hours worked	0.78	EM-SV-320a.1	403-9
Employee: Lost Time Injury Rate (LTIR)	Per 200,000 hours worked	0.5	EM-SV-320a.1	403-9

Employee: Near Miss Frequency Rate (NMFR)	Per 200,000 hours worked	1.56	EM-SV-320a.1	403-9
Employees: Fatalities	#	0	EM-SV-320a.1	403-9
Employee Occupational Illness Rate (Per 200,000 Hours Worked)	Rate	0.05	EM-SV-320a.1	
Total Preventable Vehicle Incident Rate (Per 1,000,000 Miles Driven)	Rate	0.12	EM-SV-320a.1	
Accident releases	#	0	EM-MD-540a.3	
Non-accident releases (NARs) from rail transportation	#	0	EM-MD-540a.3	
Total EH&S Training Hours	#	25,155		403-5

Human Capital Management

Average Trainings	Hours	31		401-1
Participation in Employee Engagement Survey	Percentage (%)	100%		
Employee Engagement Score	Percentage (%)	48%		

Diversity & Inclusion

Women Employees	Percentage (%)	9%		405-1
Women Managers	Percentage (%)	16%		405-1
Minority Group Employees	Percentage (%)	42%		405-1
Minority Group Managers	Percentage (%)	39%		405-1

Governance

Board Composition

Number of Directors	#	9		2-9
% Board of Directors in the ">60" Age Group	Percentage (%)	33%		2-9
% Board of Directors in the "<60" Age Group	Percentage (%)	67%		2-9
Independent % Board of Directors	Percentage (%)	89%		2-9
Racial or Ethnic Minorities % Board of Directors	Percentage (%)	22%		2-9

Women % Board of Directors	Percentage (%)	33%	2-9
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Cybersecurity

Amount of Fines For Data Breaches	\$M USD	\$0.00	418-1
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¹For the year 2024, Kodiak retired Renewable Energy Certificates “RECs” through the North American Renewables Registry (NAR) to offset all electricity consumption.

²Waste tonnage provided represents three operational waste streams – Used Oil, Used Filters, and Used Antifreeze. However, due to a company acquisition in 2024, the waste totals do not reflect waste quantities for all the newly acquired sites.

Cautionary Note Regarding Forward-Looking Statements

This Sustainability Report contains, and our officers and representatives may from time to time make, “forward-looking statements” within the meaning of the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based only on our current beliefs, expectations and assumptions regarding the future of our business, future plans and strategies, projections, anticipated events and trends, the economy and other future conditions. Forward-looking statements can be identified by words such as: “anticipate,” “intend,” “plan,” “goal,” “seek,” “believe,” “project,” “estimate,” “expect,” “strategy,” “future,” “likely,” “may,” “should,” “will” and similar references to future periods. Examples of forward-looking statements include, among others, statements we make regarding: (i) expected operating results, such as revenue growth and earnings, including upon the continued integration of CSI Compressco LP (“CSI Compressco”) into our operations, and our ability to service our indebtedness; (ii) anticipated levels of capital expenditures and uses of capital; (iii) current or future volatility in the credit markets and future market conditions; (iv) potential or pending acquisition transactions or other strategic transactions, the timing thereof, the receipt of necessary approvals to close such acquisitions, our ability to finance such acquisitions, and our ability to achieve the intended operational, financial, and strategic benefits from any such transactions; (v) expectations of the effect on our financial condition of claims, litigation, environmental costs, contingent liabilities and governmental and regulatory investigations and proceedings; (vi) production and capacity forecasts for the natural gas and oil industry; (vii) strategy for customer retention, growth, fleet maintenance, market position and financial results; (viii) our interest rate hedges; and (ix) strategy for risk management.

Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict and many of which are outside of our control. Our actual results and financial condition may differ materially from those indicated in the forward-looking statements. Therefore, you should not place undue reliance on any of these forward-looking statements. Important factors that could cause our actual results and financial condition to differ materially from those indicated in the forward-looking statements include, among others, the following: (i) a reduction in the demand for natural gas and oil and/or a decrease in natural gas and oil prices; (ii) the loss of, or the deterioration of the financial condition of, any of our key customers; (iii) nonpayment and nonperformance by our customers, suppliers or vendors; (iv) competitive pressures that may cause us to lose market share; (v) the structure of our Contract Services contracts and the failure of our customers to continue to contract for services after expiration of the primary term; (vi) our ability to successfully integrate any acquired businesses, including CSI Compressco, and realize the expected benefits thereof in the expected timeframe or at all; (vii) our ability to fund purchases of additional compression equipment; (viii) our ability to successfully implement our share repurchase program; (ix) a deterioration in general economic, business, geopolitical or industry conditions, including as a result of the conflict between Russia and Ukraine, the Israel-Hamas war, and the hostilities in the Middle East, inflation, and slow economic growth in the United States; (x) a downturn in the economic environment, as well as continued inflationary pressures; (xi) international operations and

related mobilization and demobilization of compression units, operational interruptions, delays, upgrades, refurbishment and repair of compression assets and any related delays and costs overruns or reduced payment of contracted rates; (xii) our ability to successfully manage our international operations and comply with any applicable laws and regulations, including risks associated with doing business in foreign countries, and our ability to comply with the U.S. Foreign Corrupt Practices Act (“FCPA”) or other anti-corruption laws; (xiii) the outcome of any pending internal review or any future related government enforcement actions; (xiv) tax legislation and the impact of changes to applicable tax laws, including the passage of the One Big Beautiful Bill Act, and administrative initiatives or challenges to our tax positions; (xv) the loss of key management, operational personnel or qualified technical personnel; (xvi) our dependence on a limited number of suppliers; (xvii) the cost of compliance with existing and new governmental regulations, as well as the associated uncertainty given the new U.S. federal government administration; (xviii) changes in trade policies and regulations, including increases or changes in duties, current and potentially new tariffs and other actions; (xix) the cost of compliance with regulatory initiatives and stakeholders’ pressures, including sustainability and corporate responsibility; (xx) the inherent risks associated with our operations, such as equipment defects and malfunctions; (xxi) our reliance on third-party components for use in our IT systems; (xxii) legal and reputational risks and expenses relating to the privacy, use and security of employee and client information; (xxiii) threats of cyber-attacks or terrorism; (xxiv) agreements that govern our debt contain features that may limit our ability to operate our business and fund future growth and also increase our exposure to risk during adverse economic conditions; (xxv) volatile and/or elevated interest rates and associated central bank policy actions; (xxvi) our ability to access the capital and credit markets or borrow on affordable terms (or at all) to obtain additional capital that we may require; (xxvii) major natural disasters, severe weather events or other similar events that could disrupt operations; (xxviii) unionization of our labor force, labor interruptions and new or amended labor regulations; (xxix) renewal of insurance; (xxx) the effectiveness of our disclosure controls and procedures; and (xxxi) such other factors as discussed throughout the “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” sections and elsewhere in our Annual Report on Form 10-K for the year ended December 31, 2024, filed with the U.S. Securities and Exchange Commission (“SEC”) on March 7, 2025, as may be updated by subsequent filings under the Securities Exchange Act of 1934, as amended, including Forms 10-Q and 8-K, each of which can be obtained free of charge on the SEC’s website at <http://www.sec.gov>.

Any forward-looking statement made by us in this Sustainability Report is based only on information currently available to us and speaks only as of the date on which it is made. Except as may be required by applicable law, we undertake no obligation to publicly update any forward-looking statement whether as a result of new information, future developments or otherwise.

