



2023 Sustainability Report





LETTER FROM THE CHIEF EXECUTIVE OFFICER, BRADY M. MURPHY

Since our founding in 1981, TETRA Technologies has built a highly regarded reputation in aqueous chemistry for completion fluids used in oil and gas wells, as well as calcium chloride used in a wide range of industries and applications. Over the decades, we have applied our core competencies to expand our business to include efficient water management and flowback services for the oil and gas market. As always, TETRA seeks to grow shareholder value by strengthening our workforce and business lines, with constant focus on health, safety, sustainability and the environment.

While the US Energy Information Administration projects oil and gas to remain a key part of global energy production for decades to come, we also recognize the rising need for low-carbon solutions. TETRA has therefore embarked on future-oriented business strategies to support the energy needs of communities around the world. These strategies include extraction of critical minerals like lithium and bromine for use in wind and solar energy storage, production of lithium for electric vehicle batteries, application of calcium chloride chemistry for carbon capture, and desalination of produced water to support its beneficial reuse in manufacturing, agriculture and other industrial applications. Under the banner of ONE TETRA, these strategies are not divergent startups but are instead endeavors that leverage and supplement our core competencies and long-standing business lines.

TETRA's motto—"The Power of One. The Strength of Many."—encapsulates the Company's profile as we have a culture that values diversity and inclusion, with people who come together to share ideas to develop environmentally conscious services and solutions that help make people's lives better. The TETRA family can be proud of the measures we undertake every day to realize the values of environmentalism, sustainability, and ethical governance highlighted in this year's report.

Sincerely,

Brady M. Murphy
Chief Executive Officer



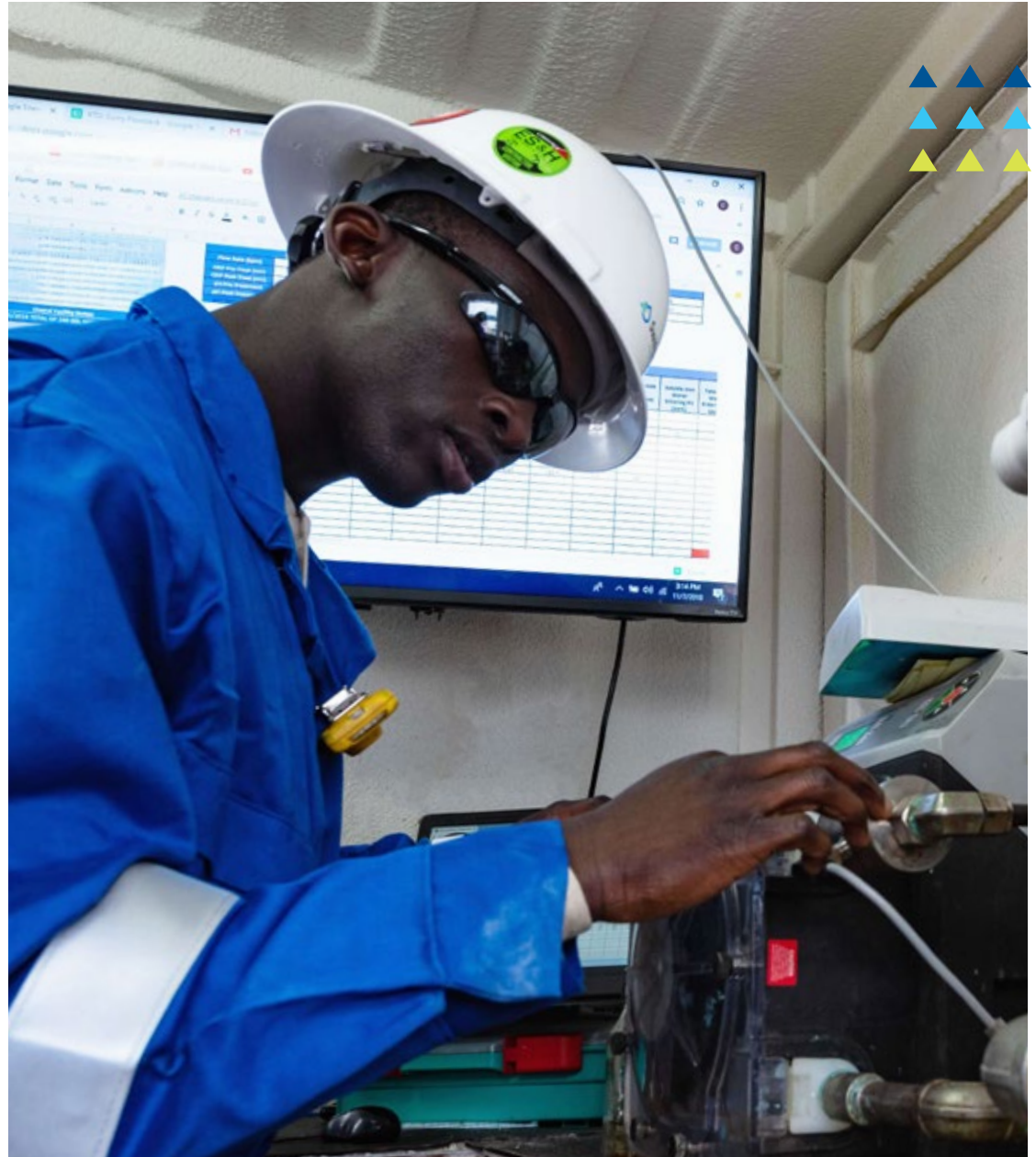
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ABOUT THIS REPORT

This edition of the TETRA Technologies Sustainability Report discloses the Company's environmental, social, and governance (ESG) performance in 2023 in accord with the frameworks of the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-Related Financial Disclosures (TCFD).

Unless otherwise noted or required by context, the quantitative disclosures presented in this report are for the fiscal year ending December 31, 2023, and the narrative disclosures are current as of December 31, 2023. With respect to the Company's disclosures regarding the development of its bromine and lithium properties in Southwest Arkansas, it is unclear whether these mineral resources and mineral reserves will ever be economically developed. Investors are cautioned that mineral resources do not have demonstrated economic value and further exploration may not result in the estimation of a mineral reserve. Further there are a number of uncertainties related to processing lithium, which is an inherently difficult process, including, for example, the development of the technology to do so. Therefore, investors are cautioned not to assume that all or any part of our mineral resources or mineral reserves can be economically or legally commercialized.





ABOUT TETRA

TETRA Technologies, Inc. (TETRA) is an energy services and solutions company that provides calcium chloride, bromine-based completion fluids and key battery electrolyte fluids and associated products, comprehensive water management, frac flowback, and production well testing services. Our calcium chloride is used in the oil and gas, industrial, agricultural, road, food, and beverage markets. The Company's business model is expanding into the low-carbon energy markets with our expertise in chemistry, key mineral acreage, and global

infrastructure. Low-carbon energy initiatives include commercialization of our TETRA PureFlow ultra-pure zinc bromide clear brine fluid for stationary batteries and energy storage, and development of our lithium and bromine mineral acreage to meet the growing demand for transportation electrification and energy storage.

TETRA was founded in 1981 and has its corporate headquarters in The Woodlands, Texas, which is on the north side of the Greater Houston Area. It is a global company

with employees and operations on six continents. Our products and services are offered through two business divisions: Completions Fluids & Products and Water & Flowback Services.

*Our corporate headquarters
in The Woodlands, TX.
shown above*

COMPLETION FLUIDS & PRODUCTS DIVISION

Our Completion Fluids & Products Division manufactures and markets clear brine fluids including our proprietary environmentally friendly Neptune completion fluid, chemical additives, and related products and services for the oil and gas industry. These products are used in the drilling, completion, and workover of hydrocarbon wells in the United States and various countries in Latin America, Europe, Asia, the Middle East, and Africa. This division includes our global Chemicals business unit that provides liquid and solid calcium chloride products for use in the agriculture, food and beverage, manufacturing, road maintenance, and road construction industries. This division also markets TETRA



Aerial view of TETRA's full service 250,000 square foot fluids facility near Port Fourchon, Louisiana. One of the largest facilities on the Gulf Coast supporting deepwater operations in the Gulf of Mexico.

PureFlow, an ultra-pure zinc bromide, as well as TETRA Pure Flow Plus, an ultra-pure zinc bromide/zinc chloride blend, to the battery technology industry..

WATER & FLOWBACK SERVICES DIVISION

Our Water & Flowback Services Division provides oil and gas operators with comprehensive water management services and frac flowback, production well testing, and other associated services in major oil- and gas-producing regions in the United States, Europe, the Middle East, and Latin America.



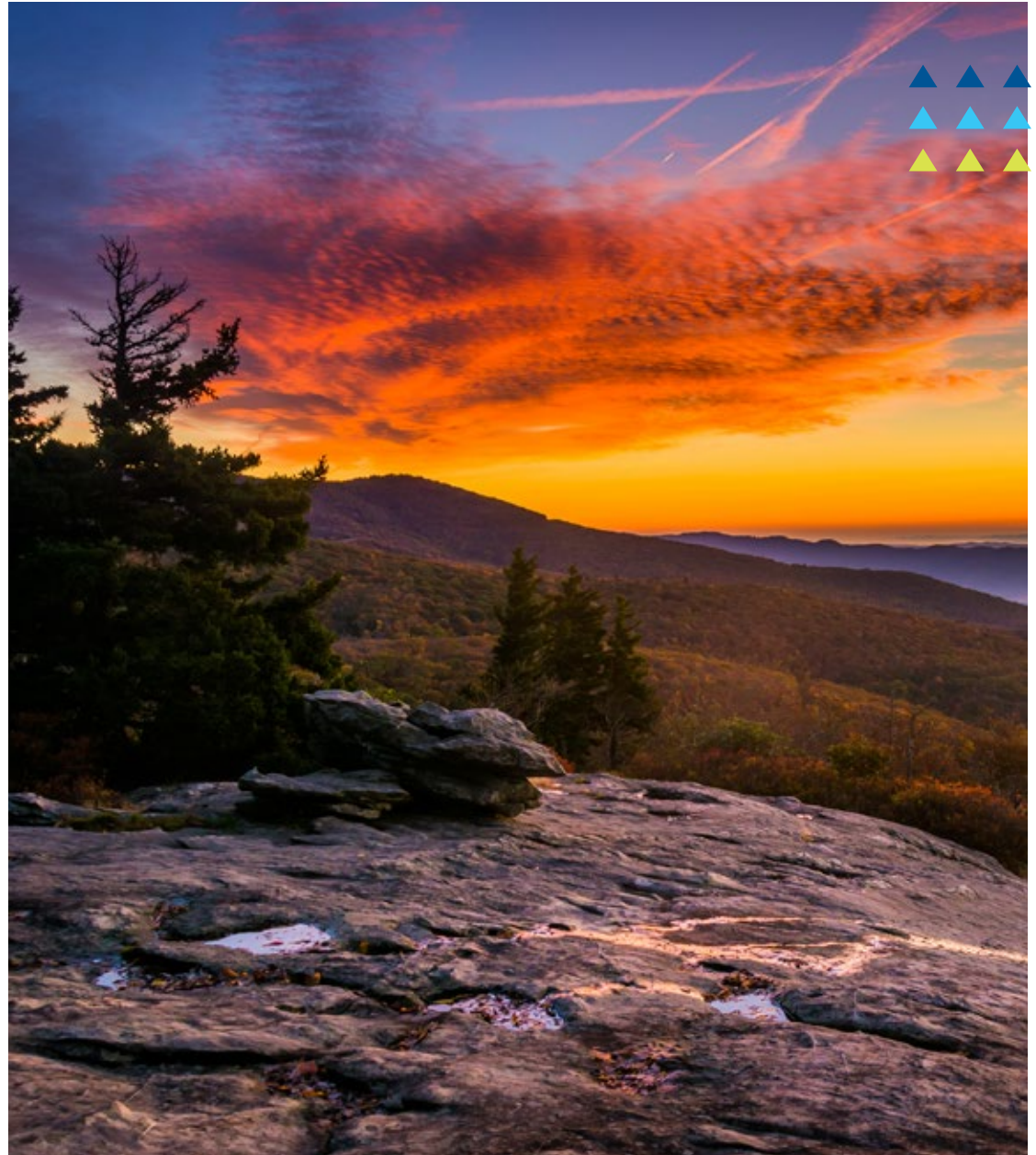
Aerial view of a treatment and recycling operation for a customer in the Permian Basin.

ENVIRONMENTAL

EMISSIONS REDUCTION SERVICES & FUELS MANAGEMENT

TETRA continually works to minimize or eliminate our impact on the environment with technology design and operation, control measures, pollution prevention, energy conservation, emission and waste reduction, and water treatment and recycling.

We are a leading provider of solutions and systems that enable cleaner frac solutions. Also known as “green completions,” clean fracs entail the safe capture of natural gas to reduce the emission of greenhouse gases, in contrast to flaring the gas and emitting greenhouse gases. TETRA offers technology to capture usable gas so operators can bring it to market rather than flare it.



Fuel Consumption

In 2023, TETRA consumed a combined 393,525 gigajoules for U.S. on-road use (6% renewable) and 258,973 gigajoules for U.S. off-road use (5% renewable), totaling 652,498 gigajoules of U.S. fuel energy. Fuel consumption for on-road activities increased due to the expansion of our fleet, which supported an increase in in-field headcount and an increase in mileage compared to the previous year. Additionally, a larger portion of the fleet transitioned from diesel to gasoline.

Off-road fuel consumption also increased year-over-year, driven by an increased number of operating units, higher utilization to support increased business activity, and more contracts where we provide fuel. There were also differences in data collection between 2022 and 2023.

Fuel Use	Fuel Type	2022 US Gallons	2023 US Gallons	2022 GJ	2023 GJ
On Road	Diesel	2,053,852	2,043,260	300,930	299,378
	Gasoline	402,655	714,530	53,054	94,146
On Road Subtotal		2,456,507	2,757,790	353,984	393,525*
Off-Road	Diesel	1,289,450	1,733,115	188,930	253,936
	Gasoline	30,804	38,226	4,059	5,037
Off-Road Subtotal		1,320,253	1,771,341	192,989	258,973**
Totals		3,776,761	4,529,131	546,973	652,498

*6% renewable; **5% renewable

Addressing Air Emissions-Related Matters

TETRA has a multifaceted approach to reduce harmful emissions.

In our Chemicals business, our manufacturing plant in Kokkola, Finland, captures as much as 75 percent of the carbon dioxide (CO₂) generated in the production of calcium chloride. The facility then sells the captured compound to a neighboring industrial gas manufacturer.

In our Production Testing business, our innovative TETRA SandStorm advanced cyclone technology—used to capture the enormous amount of sand in a well's outflow—is

constructed of 50% less steel than traditional sand traps. And in contrast to most other sand-separation devices, which fill with multiphase fluids and entail leaving hydrocarbons in open-top tanks to emit greenhouse gases, the TETRA SandStorm provides cleaner, more efficient separation of the flowstream and entails no emission of greenhouse gases.

Our TETRA BlueLinx automated control system, used in both our Water Management and our Production Testing offerings, provides cloud-based remote monitoring and control of equipment. The system enables more efficient and safer operations, with fewer personnel and less travel to and from jobsites, which reduces vehicle emissions and exposure to risks.

Among our future projects to reduce emissions is powering turbines at wellsites with the natural gas that comes from the wells and storing the energy in renewable zinc-bromide flow batteries for operational use. This sustainable solution would reduce the prevalence of diesel-powered generators and pumps as well as the need to transport fuel to the wellsite for this equipment.

Below are key emissions and energy management statistics.

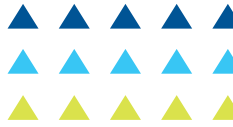
	2022	2023
Tier 4 Compliance*	Not reported	26%
Scope 1 Greenhouse Gas Emissions	Not reported	51,257 metric tons**
Air Emissions (excluding N ₂ O)	Not reported	NO _x , SO _x , Volatile Organic Compounds (VOCs) and Hazardous Air Pollutants (HAPs) are not currently tracked by us)
Total Energy Consumption	Not reported	28,271 gigajoules total energy consumed 100% Grid Electricity 7% Renewable 0% Self-generated Energy

*Percentage of engines in service that meet Tier 4 compliance for U.S. only non-road diesel-engine emissions.

**CO₂ represents over 99.9% of Scope 1 emissions. CH₄ and N₂O amounts are immaterial.



TETRA Steel transfer technology is the industry's only double-jacketed, UV-resistant, and quickly deployable hose.



Fresh Water Handled and Recycled in Operations

While TETRA does not track the freshwater handling of its customers' operations, we indicate below how much produced water we treated and recycled.

TETRA conducted analysis of water usage for calendar year 2023 at six facilities in West Memphis (Arkansas), Amboy and Cadiz (California), Lake Charles (Louisiana), Parkersburg (West Virginia), and Kokkola (Finland). This analysis ultimately determined the Company does not have facilities in regions with "High or Extremely High Baseline Water Stress" as classified by the World Resources Institute's Water Risk Atlas tool, Aqueduct. Below are statistics on water withdrawn and consumed in 2023.

Water Withdrawn (1,000m ³)*	Water Consumed (1000m ³)*	% High or Extremely High Baseline Water Stress
2,774	2,351	0%

*Data excludes the two California facilities which use brackish well water for their operations and do not currently record water intake, consumption, or discharge.

WATER MANAGEMENT

TETRA continues to lead in tackling the challenge of produced water, the high volume of briny water that accompanies oil and gas from the geological reservoir. We provide innovative technologies that treat and recycle the water, rendering it optimal for subsequent fracs. Sustainably recycling and reusing produced water reduces the volumes of freshwater needed for operations as well as the wastewater requiring offsite transport and disposal. We are also engineering end-to-end technology to desalinate produced water for beneficial reuse and planning desalination facilities for customers in several of the basins in the U.S. Lower 48.

Our water treatment technologies are modular and fully integrative with other wellsite components, yielding a tighter, more efficient footprint than many competing systems. Additionally, our robust lay-flat hose used to transfer water lessens the risk of environmental and safety hazards.

Addressing Water Consumption and Disposal-Related Matters

Two challenges of growing impact on oil and gas operations are freshwater scarcity and the seismic activity related to saltwater disposal wells. The solution to both is to expand treatment and recycling of flowback and produced water, the latter being the briny water native to the reservoir that flows from wells at varying ratios of 2-10 barrels of water for every one barrel of oil- or gas-equivalent.

Freshwater Scarcity and Seismic Activity from Disposal Wells

At the front end of operations is the amount of clean water needed for unconventional well completions (fracking), with water demand continuously rising while supplies dwindle. Freshwater scarcity is especially acute in the western third of North America and the desert region of the Permian Basin—the most prolific basin in the US straddling New Mexico and Texas. The worsening scarcity of freshwater is driving up its cost and has led to government restrictions on its use in oil and gas operations. An alternative source of water is needed to sustain the growing demand for energy production.

At the back end of operations is the exponentially rising volumes of produced water, which historically has been disposed of in saltwater disposal (SWD) wells (also called injection wells). To accommodate the rising levels of wastewater, these wells are often over-pressurized, which can trigger seismic activity of varying magnitude. Several US states, including New Mexico and Texas, are now closely monitoring seismic activity and tightening restrictions on disposal in SWD wells. An alternative to disposal is needed to reduce the risk of seismicity.

Produced-Water Treatment, Recycling, and Reuse

In response to the two challenges noted above, TETRA's water-management strategy considers the recycling and re-use of produced water a sustainable alternative to freshwater use and produced water disposal. We have a proprietary process to treat flowback and produced water to meet/exceed specifications for reuse in hydraulic fracturing. Our automated water treatment and recycling systems are engineered specifically to handle the highly varied composition of non-potable reservoir, subsurface, and effluent water.

TETRA had zero incidents of non-compliance associated with water quality permits, standards, and regulations in 2022 and 2023. In 2023, TETRA treated and recycled over 175 million barrels of produced water for our Permian Basin oil and gas operations—volumes that would have

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Right: produced water; left: recycled produced water by TETRA.

In 2023, TETRA treated and recycled over 7.36 billion gallons (175 million bbl) of produced water for beneficial reuse in oil and gas operations — volumes that would have otherwise been injected into SWD wells.

otherwise been injected into SWD wells. In 2023, our recycled and treated produced water volumes decreased primarily as a result of reduced drilling and completion activity that affected the total market activity.

ACTIVITY	2022	2023
Produced-Water Recycled	188,972,390 Barrels*	175,260,948 Barrels*
Water-Related Compliance Incidents	0	0

*One barrel contains 42 US gallons.

Committed to sustainability, TETRA is also developing a scalable, cost-effective desalination technology to render produced water for beneficial reuse in manufacturing, agriculture and other industrial applications. In addition, we are developing several innovative technologies to recover critical minerals from the naturally occurring water produced during oil and gas extraction. These technologies will both recover valuable minerals and mitigate the environmental impact associated with produced water disposal by transforming it into a resource.

Adopting New Technologies

Going beyond innovating new products and services, TETRA also seeks out new technologies outside the normative purview of the oil and gas industry for

potential use in water management. We apply at least six criteria when considering them for adoption. The technology must:

- ▶ comply with government regulations and industry standards regarding safety and the environment;
- ▶ be cost-effective by yielding high volumes of water recovery;
- ▶ be flexible in using diverse types of energy for power;
- ▶ be cost-competitive compared to injection-well disposal and other water-reduction technologies;
- ▶ be scalable to adapt to variation in project scope; and
- ▶ if applicable, permit any generated waste stream to be safely and cost-efficiently managed and exploited for potential mineral extraction.



CHEMICALS MANAGEMENT

Innovative Fluids

Since its founding in 1981, TETRA has delivered innovation and technological leadership in completion fluids and chemical additives that address ever-changing customer needs. One such example is TETRA Neptune fluids, a suite of versatile, cost-effective alternatives to fluids containing zinc (a priority pollutant) or cesium formate (scarce and costly). Composed of plentiful, environmentally safe ingredients, TETRA Neptune fluids can be blended for use as completion, drill-in, packer, control-line, pill-base, and workover fluids, and they require neither special blending equipment nor zero-discharge equipment.

Premium Calcium Chloride

TETRA is a global supplier of calcium chloride in various grades. The Company has invested greatly in solar and multi-effect evaporation plants to produce calcium chloride with excellent energy efficiency. Our proprietary calcium chloride and calcium chloride blends are used in agriculture as stabilizers to reduce fertilizer overuse and runoff and to fortify organically grown fruits and vegetables. Our calcium chloride is also used to control dust on gravel roads and to de-ice paved roads as a less-corrosive alternative to sodium chloride (rock salt). Our calcium chloride is also utilized to mitigate the release of mercury in coal fired power generation.

Our plant in West Memphis, Arkansas, produces innovative fluids including TETRA Neptune for the oil and gas market and TETRA PureFlow, one of the highest purity zinc bromides currently available to the low carbon energy market and an integral ingredient in grid-scale energy storage applications.



Low-Carbon Energy Initiatives

Since 2021, TETRA has embarked on a series of low-carbon energy initiatives to reduce carbon emissions for a more sustainable future.

We introduced TETRA PureFlow ultra-pure zinc bromide, a clear brine fluid designed as an electrolyte in large-scale, long-lasting batteries. TETRA is also working on ways to reclaim and recycle 100% of used commercial electrolytes, applying 40 years of experience reclaiming zinc bromide and other brines that contain high levels of particulates and contaminants from oil and gas operations in some of the harshest climate conditions.

We continued to advance our efforts to develop our bromine and lithium properties in Southwest Arkansas. These mineral resources and mineral reserves position TETRA to advance large-scale, bromine and lithium-based energy storage needed to support intermittent renewable sources like solar and wind. Using our proprietary manufacturing process, our plant in West Memphis, Arkansas, produces TETRA PureFlow fluid, one of the highest purity zinc bromides currently available to the energy industry and an integral ingredient in grid-scale energy storage applications.

Chemical Management Processes

TETRA has a robust chemical management process to control the risks associated with all chemicals used in our activities, products, and services. The process guides chemical product development, sourcing, procurement, manufacture, handling, storage, transport, use, sale, and disposal.

Before introducing any new chemical or compound to our operations, we first perform a detailed assessment to identify the risks, ensuring compliance with the standards of our HSEQ Management System. We assess each one in terms of health, safety, environment, and regulatory compliance, as well as the various legalities of registration, licensing, labeling, import/export, and safe disposal. The process is designed to protect employees, customers, contractors, suppliers, and property as well as the environment.

HAZARDOUS WASTE MANAGEMENT

A hazardous waste management analysis was conducted for our chemicals business and includes six chemicals facilities located in West Memphis (Arkansas), Amboy and Cadiz (California), Lake

Charles (Louisiana), Parkersburg (West Virginia), and Kokkola (Finland). The evaluation reviewed waste disposal data from calendar year 2023. As a result of this assessment, it was determined that only our California facilities generated hazardous waste, as such is defined under the U.S. Resource Conservation and Recovery Act. Below are statistics on hazardous waste generated and recycled in 2023.

2023 Hazardous Waste Generated and Recycled

Waste Generated	1.6 Metric Tons
Percentage of Hazardous Waste Recycled	80%

SAFETY & ENVIRONMENTAL STEWARDSHIP OF CHEMICALS

TETRA's chemical management process ensures each chemical product undergoes a formalized Health, Safety and Environment (HSE) and regulatory review to reduce or eliminate risk to human health and the environment. At TETRA, 100% of our products undergo a hazard assessment through the Company's chemical management process. In addition, TETRA does not manufacture, market, or distribute any products containing genetically modified organisms.

ECOLOGICAL IMPACT MANAGEMENT

TETRA is committed to having a beneficial, low-risk ecological impact in everything we do and make. Among our core activities to achieve this goal are: treating and recycling produced water, brines, and fluids; conserving energy; preventing pollution; reducing waste; and undertaking other control measures specific to circumstances. The design of our products and services also includes the ecological impact as we factor in the availability and use of raw materials, the use of energy and water, and the potential effects on people, wildlife, and the environment.

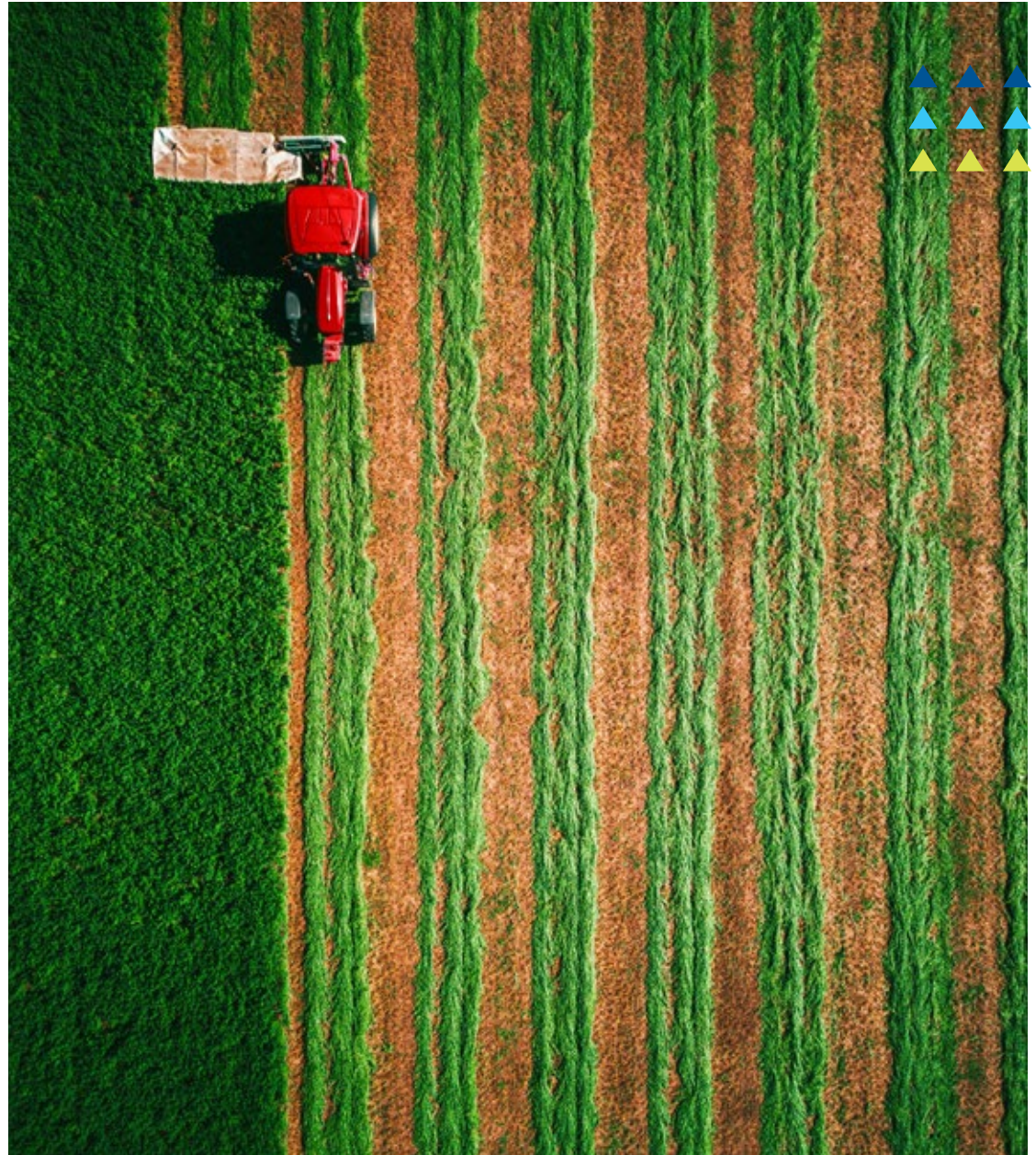
SOCIAL

A SUSTAINABLE, ETHICAL WORKFORCE

Investing in people to create a sustainable workforce is paramount at TETRA. We promote career growth and training opportunities and leadership development, enabling employees at all levels to expand their repertoire of skills and boost their confidence. TETRA also values experience in problem-solving in critical situations, with a military hiring initiative that welcomes applicants preparing to conclude their US military service and transition to civilian careers.

TETRA is also committed to conducting business in a respectful and ethical way and to safeguarding the human rights and dignity of our employees wherever we operate. This commitment is embodied in our Human Rights Standards—which align with international principles of universal human rights—as well as our Code of Business Conduct, employment practices, non-discrimination policies, fair compensation policies, and other policies regarding employee health, safety, and security. TETRA engages outside consultants to establish competitive benchmarks, with compensation and benefits designed to attract exceptionally talented, ethical applicants, incentivize high-performance, maximize returns, and build shareholder value.

Sustainability at TETRA also entails being a responsible, caring corporate citizen. The Company works to strengthen local communities through philanthropic efforts concerned with health, education, and community enrichment, and we welcome employee involvement in these and other fundraising, volunteering, and giving efforts.





DIVERSITY & INCLUSION

TETRA is a business driven by innovation, and innovation thrives on diversity of perspective and experience. Comprising our global workforce are people from a multitude of backgrounds and experiences from all around the world. Each individual brings unique perspectives, talents, and creativity to the business, and each is valued as a vital contributor to our success across the many markets we serve.

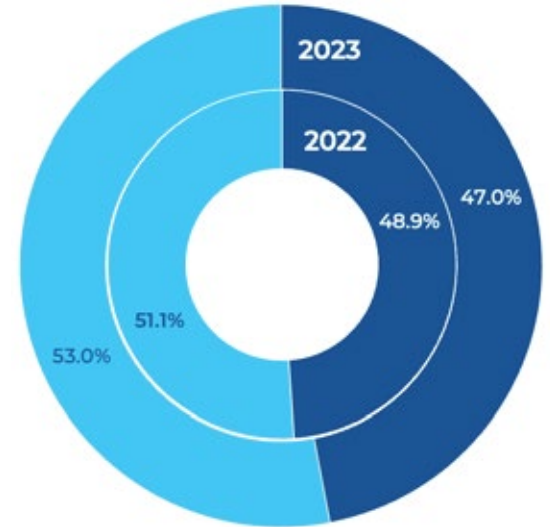
TETRA's diverse workforce is also inclusive. Our Company culture is one of harmony, common purpose, collaborative spirit, and respect for each other's views and contributions—because a culture that shares vision and solves problems together is ultimate one conducive to fulfilling the increasing complex needs of our customers, suppliers, contractors, and employees.

The executive leadership and members of the Board of Directors are dedicated to promoting diversity and inclusion. Our executive leadership sponsors the TETRA Diversity & Inclusion Committee, an employee-led group that fosters awareness of these issues through global Company events, training initiatives, hiring practices, and community outreach.

As a matter of policy, TETRA does not discriminate against any employee, contractor, applicant, or customer based on race, color, religion, age, sex, sexual orientation, national origin, disability, veteran status, or any other basis protected by applicable law. And TETRA unequivocally does not tolerate any form of unfair or unlawful discrimination or harassment.

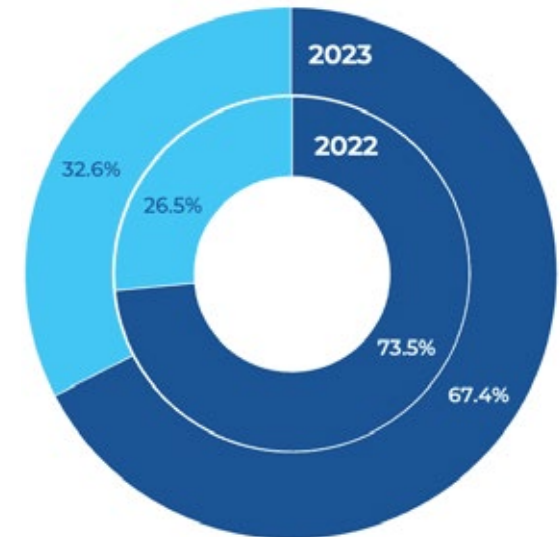
The graphics to the right represent key employee diversity statistics. Ethnicity data is limited to the U.S., in accordance with international data privacy regulations.

2022 & 2023 Ethnically Diverse Employees



■ Non-Ethnically Diverse ■ Ethnically Diverse

2022 & 2023 Gender & Ethnically Diverse Management



■ Non-Female & Non-Ethnically Diverse ■ Female/Ethnically Diverse

COMMUNITY RELATIONS

We value the communities in which we live, work, and operate, actively supporting industry sponsored, local, and national civic and charitable organizations. By assuming leadership roles and contributing to our communities, we aim to enhance local economic sustainability, thereby benefiting our business as well.

The following are among the organizations that have benefitted from our support:

- ▶ **The Women's Resource** helps women and girls make choices to become independent, productive, and financially stable; the organization also has the RISE! Program to help at-risk girls.
- ▶ **Guardian's Promise** is a Houston-based organization that promotes foster care and provides resources to foster children and their families.
- ▶ **Greater Houston Partnership** strives to make Houston one of the best places to live, work, and build businesses.
- ▶ **Future Farmers of America** is a premier youth organization that prepares members for leadership and careers in the business, science, and technology of agriculture.
- ▶ **Movember** is a leading charity changing the face of men's health through focused efforts on mental health and suicide prevention and awareness of prostate and testicular cancers.
- ▶ **The Woodlands Chamber of Commerce** works to improve the area's economy by advocating for businesses and serving as a professional resource and supporting local non-profit organizations.
- ▶ **Society for Samaritans** provides food, clothing, and emergency financial assistance to residents of the greater Magnolia, Texas area.
- ▶ **Sleep in Heavenly Peace** is helping children in need sleep better with newly constructed beds and mattresses.
- ▶ **Friends of Anchor** is a charity dedicated to supporting people in the north of Scotland who are affected by cancer or a blood disorder.
- ▶ **Chevron Championship Sustainability Event** contributes to community organizations to enable human progress, including focus areas such as STEM education, diversity and inclusion and women's excellence.
- ▶ **Swedish Childhood Cancer Organization** funds research that enables more effective and gentle treatments that are meaner to the cancer but kinder to the children and offers support to affected families and childhood cancer survivors.
- ▶ **Montgomery County Food Bank** plays a vital role in the fight against hunger.

TETRA operates on six continents, with each location actively engaging in community outreach to address local needs. Our employees select programs and organizations to support, coordinating donations of time, goods, and services. Much of our community outreach centers around improving health outcomes and aiding children in need.

We've recently expanded operations in Arkansas with our new lithium and bromine brine facility, the Evergreen Brine Unit. We have engaged in multiple Arkansas Community Townhall Meetings and discussions with local officials and the local economic development team. TETRA actively participates in numerous community functions and events to inform and gather community feedback and concerns about the Evergreen Brine Unit.

Emergency Relief Funds

During local disasters in areas in which we operate, our commitment is to assist the community's recovery by setting up a specialized funding account and deploying our manpower to support relief operations.

Industry Group Participation

TETRA is a member of the Texas Produced Water Consortium and the New Mexico Produced Water Research Consortium. We actively participate in both consortiums to support the advancement of oilfield produced water desalination. TETRA is in the process of aiding with the consortiums in the following ways:

- ▶ Providing the consortiums with analysis of the treated and desalinated water that has been processed through our systems. This will be used to help the consortiums prove to the regulatory bodies that these types of treatment systems can clean the water to meet the specifications required for beneficial reuse.
- ▶ Assisting the consortiums in developing a training and competency curriculum to train a workforce needed to support the growth of this industry. TETRA gains access to this workforce for recruiting purposes.

Our TETRA Innovation Group is heavily involved in developing American Petroleum Institute ("API") standards, particularly through participation in task groups that recommend, develop, and evaluate procedures for field and laboratory testing of heavy brines, leading to industry-standard procedures. We also participate in several API work groups focused on displacements, emulsion technology, and shale stabilization. Additionally, we contribute to API work groups for drill-in fluid breaker testing within the Reservoir Drilling Fluids task group and regain permeability within the Completion, Fracturing and Stimulation Fluids task group.

WORKFORCE HEALTH & SAFETY

HEALTH, SAFETY, AND INCIDENT RISK MANAGEMENT

TETRA is committed to ensuring the health and safety of employees, the protection of the environment, and the high quality of our products and services. Our commitment focuses on identifying and managing risks, maintaining safe work practices, minimizing impact on the environment, meeting customer needs, and ensuring customer satisfaction.

These commitments are at the heart of our “Dedicated to the CORE,” a fundament of TETRA culture focused on Customers, the Drive to ZERO Incidents, Returns, and Employees. Our Drive to ZERO Incidents is a concerted effort to achieve absolutely no health, safety, environmental, or quality incidents, stop the job when necessary, abide by the Health, Safety, Environment, and Quality (HSEQ) policy, practices, and standards, and exemplify the ethics of our Code of Business Conduct everyday and everywhere. The HSEQ policy is a commitment from executive leadership signed by the Chief Executive Officer and shared by all employees.





TETRA is committed to ensuring the health and safety of employees, the protection of the environment, and the high quality of our products and services.

Safety Performance

In 2023, TETRA employees worked a total of 4,508,091 hours and the Company had a Total Recordable Incident Rate (TRIR) of 1.06, a fatality rate of 0, and a Total Vehicle Incident Rate (TVIR) of 0.31. TRIR is a US-only metric reported to the US Occupational Safety and Health Administration (OSHA). Additionally, TETRA had zero incidents of non-compliance associated with water quality permits, standards, and regulations and zero transport incidents. Management is strongly committed to enhancing workplace safety. Several high-priority initiatives have been introduced, including increased management site visits and inspections, tailored supervisor and management training, a short-service employee program, a job-specific competency program and training, comprehensive HSE site audits, and regular safety communications, such as alerts, bulletins and other updates. These measures are aimed at fostering a robust safety culture, a safer work environment and helping employees be well-prepared to perform their tasks safely.

INCIDENT TYPE	2022 RATE	2023 RATE
Total Hours Worked	4,056,497	4,508,091
TRIR*	0.99	1.06
Fatalities	0	0
TVIR*	0.41	0.31
Number of Incidents of Non-Compliance associated with water quality permits, standards, and regulations	Not reported	0
Number of Transport Incidents	Not Reported	0

*TRIR is a measure of occupational health and safety based on the number of incidents reported vis-à-vis the number of workers present and number of hours worked. TVIR measures the number of motor vehicle incidents per one million miles driven for work.

Ongoing Safety Training

The average hours of health, safety, and emergency response training TETRA provided to full-time employees in 2023 was 13 hours per employee. Training is provided to all employees and contractors. Total hours vary each year depending on the region and customer requirements. In addition to the formal

training provided by the Company, employees have access to an internal training portal with hundreds of hours of available courses that can be taken at the discretion of the employee. At a minimum, full-time employees are required to take at least one HSEQ related training per quarter. We do not have aggregated training data for contractors at this time.

SAFETY TRAINING	2022 HOURS	2023 HOURS
Average Provided by TETRA per Employee	5	13
Average Taken by Short-Service Employees	Not reported	20

TETRA HSEQ Management System

The TETRA HSEQ Management System is an enterprise-wide framework that drives continuous improvement of performance in our facilities and operations around the world. Comprising the system are compliance standards and guidelines that enumerate minimum requirement for controlling risks to health, safety, the environment, and the quality of our products, services, and activities.

The system also compels employees to record their observations of safe and at-risk activities and practices. Designed to engage all personnel and foster mindfulness of their actions, safety observation and hazard recognition encourage employees to work safely, remain focused on the task at hand, carefully examine activities and processes, and look for ways to mitigate risk and make work safer.

Stop Work Authority

Fundamental to our culture of safety is vigilance — the obligation to observe, intervene, and report unsafe conditions and behaviors. A crucial tool at TETRA is the Stop Work Authority conferred on everyone regardless of position. Every individual is responsible for recognizing potentially unsafe conditions or behaviors and acting immediately to stop the job until the problem is corrected. We promote a culture where Stop Work Authority is valued as a proactive measure to reduce risk and incidents and freely exercised without fear of negative repercussions.

GOVERNANCE

BUSINESS ETHICS & PAYMENTS TRANSPARENCY

Amount of Revenue in Countries that Have the 20 Lowest Rankings in Transparency International's Corruption Perception Index

TETRA has revenue in only one country among the 20 lowest ranking on the 2023 index, Congo.

TETRA'S REVENUE IN COUNTRIES THAT RANK LOW IN TRANSPARENCY

Rank	Country	Revenue
22	CONGO	\$580 THOUSAND
22	GUINEA BISSAU	\$0
21	ERITREA	\$0
20	AFGHANISTAN	\$0
20	BURUNDI	\$0
20	CHAD	\$0
20	COMOROS	\$0
20	D.R. OF THE CONGO	\$0
20	MYANMAR	\$0
20	SUDAN	\$0
20	TAJIKISTAN	\$0
18	LIBYA	\$0
18	TURKMENISTAN	\$0
17	HAITI	\$0
17	NICARAGUA	\$0
17	NORTH KOREA	\$0
16	YEMEN	\$0
13	SOUTH SUDAN	\$0
13	SYRIA	\$0
13	VENEZUELA	\$0
11	SOMALIA	\$0



MANAGEMENT SYSTEMS FOR PREVENTION OF CORRUPTION AND BRIBERY THROUGHOUT THE VALUE CHAIN

TETRA Code of Business Conduct and Supplier Code of Business Conduct

The TETRA Code of Business Conduct (the “Code”) articulates the high standards of ethical and legal behavior that guide the actions of all employees, officers, directors, in-house contractors (who perform most of their work in TETRA facilities), temporary agency personnel, and seconders in all business units at all Company locations and worksites (collectively, referred to as “Company Personnel.”).

Adopted by the Board of Directors, the Code sets forth the guiding principles, standards, and legal requirements all Company Personnel must follow when working with co-workers, vendors, customers, and other third parties. The Code addresses topics including, but not limited to, the proper use of Company assets, confidentiality, insider trading, conflicts of interest, fair dealing with others, keeping books and records, reporting, and compliance with laws, including those pertaining to anti-money laundering, anti-corruption, anti-trust, anti-boycott, and global trade. At the time of hiring, every TETRA employee, including every TETRA officer and manager, must sign a statement acknowledging that they have read, understand, and will abide by the Code. TETRA employees are also required to reaffirm this understanding of, and compliance with, the Code on a periodic basis by signing subsequent acknowledgment statements. TETRA directors must annually sign a statement annually acknowledging that they have read, understand, and will abide by the Code.

In addition, TETRA developed a Supplier Code of Business Conduct to provide guidance on TETRA's expectations for its suppliers, vendors, contractors and others with whom TETRA conducts business (collectively, referred to as

“Suppliers”) and to set forth the minimum requirements to do business with TETRA.

TETRA Anti-Corruption Policy

The TETRA Anti-Corruption Policy is administered by the Board of Directors, Audit Committee, General Counsel and Chief Compliance Officer, Legal Department, and Internal Auditor.

The policy prohibits all forms of bribery; outlines a program to provide anti-corruption education and training; and sets forth requirements for monitoring the compliance of employees, Company entities, and third-party representatives. TETRA also requires that certain employees and third parties periodically certify their compliance with the policy and applicable anti-corruption laws.

TETRA also maintains an Anti-Corruption Manual containing specific protocols that employees must follow when they engage in certain business practices carrying risks associated with anti-corruption laws.

MANAGEMENT OF THE LEGAL & REGULATORY ENVIRONMENT

TETRA Board of Directors

The TETRA Board of Directors has broad oversight of Company business as it advises the executive leadership responsible for operations and seeks to create long-term value for shareholders. Among its responsibilities are: appointing the CEO; monitoring TETRA performance relative to Company strategy, goals, and competitors; reviewing and approving the annual budget, ensuring an appropriate compliance monitoring program, and the investment, acquisition, and divestment of assets and businesses; and periodically reviewing business continuity plans.

The Board is also obligated to recognize the risks to which TETRA is exposed, review and approve the strategy

to manage these risks, and assess management's performance against the strategy. These risks include cyber and environmental risks. Board members discuss and receive regular updates on a wide range of issues affecting the Company, with primary focus on business strategy, enterprise risk management, compliance, financial reporting, safety, corporate governance, sustainability, CEO performance, executive succession planning, and diversity and inclusion. Many of these responsibilities are delegated to three committees that report to the Board: the Audit Committee; the Human Capital Management & Compensation Committee; and the Nominating, Governance & Sustainability Committee.

Audit Committee

The Audit Committee oversees risks associated with financial statements as well as legal and regulatory compliance, addressing issues conveyed by the Chief Compliance Officer, internal auditors, and those who report concerns anonymously. The Committee works with management and auditors both internal and independent to review accounting policies, internal controls for financial reporting, and the propriety of disclosures in financial statements and communications. It also periodically joins with Company leaders and independent auditors to review these risks, including cyber security, as well as the processes implemented to identify, monitor, control, and report such exposures.

Nominating, Governance & Sustainability Committee

The Nominating, Governance & Sustainability Committee oversees the risks associated with: our ability to attract, motivate, and retain quality directors; Board succession planning; overall corporate governance; and compliance with corporate governance programs. In consultation with the Board and the other committees, it provides guidance on environmental, social, and other sustainability concerns involving TETRA. The committee evaluates the skills and experiences of board



members and candidates to foster a high performing board that includes diversity in background, experience, and viewpoints. The committee also oversees the performance evaluation of the Board and its committees.

Human Capital Management & Compensation Committee

The Human Capital Management & Compensation Committee oversees risks associated with: our ability to attract, motivate, retain, and develop quality talent of all levels; executive succession planning; the design and implementation of compensation programs, policies, and practices; and the disclosure of executive compensation philosophies, strategies, and activities. The committee also oversees the compensation of the Board of Directors, and provides guidance on diversity and inclusion initiatives and other aspects of human capital management.

MANAGING RISK

Our Board of Directors is responsible for, and committed to, the oversight of the business of TETRA. In carrying out this responsibility, our Board of Directors oversees senior management, which is, in turn, responsible for the day-to-day operations of our Company and driving long-term value creation for our stockholders. The Board of Directors exercises this oversight responsibility directly and through its committees. The oversight responsibility of the Board of Directors and its committees is informed by regular reports from our management team, including senior personnel that lead a variety of functions across the business, and from our internal audit department, as well as input from external advisors, as appropriate. The primary focus areas of the reports to our Board of Directors and its committees from our management team are business operations and strategy, health and safety, risk management, financial reporting and compliance, corporate governance and sustainability, CEO performance, executive succession planning, and diversity and inclusion. These reports are designed to provide timely visibility to the Board of Directors and its committees about the identification and assessment

of key risks, our risk mitigation strategies, and ongoing developments. In many of these areas, significant responsibilities are delegated to the Board of Director's committees, which are responsible for reporting to the Board of Directors on their activities and actions.

Enterprise Risk Management

The Board of Directors' oversight of risk management is enhanced by the detailed information it receives as a result of our Enterprise Risk Management ("ERM") program. Our ERM process is designed to identify potential short-, medium-, and long-term key risks that may affect TETRA and manage risk within an established level of acceptable risk. The ERM assessment is performed quarterly and involves evaluation of key risk indicators. During the quarterly ERM assessment, management will review and, to the extent necessary, update or supplement a list of key risks affecting each respective business area along with the corresponding risk mitigation strategies. As part of the risk monitoring process, management evaluates each risk according to its immediacy and likelihood of occurrence and, assuming that the development or event at risk was to occur, its most likely impact on our financial condition, operations, industry or reputation. Historically, the most significant risk items identified in each quarterly assessment were discussed with the Audit Committee and a complete copy of the ERM report was distributed to and discussed by the full Board of Directors on an annual basis. Beginning in January 2023, the quarterly ERM report was distributed to and discussed by the full Board of Directors to give the Board greater visibility into the key risks facing the Company and management's risk mitigation strategies. In addition, the full Board of Directors provides input regarding top risks to the Company.

Cyber-Security Risk Oversight

TETRA's Board of Directors, with the assistance and support of its Audit Committee, oversees our management of cybersecurity risk. To assess, identify and manage material cybersecurity risks, we have endeavored to implement procedures, standards, and technical controls with the aim of protecting our networks and applications. We use internal and third-party tools and technologies to aid us in seeking to protect our network and internal systems from unauthorized access, intrusion, or disruption.

Management is responsible for assessing, identifying, and managing risks from cybersecurity threats and focuses on current and emerging cybersecurity matters. The Company's cybersecurity processes are led by the Vice President of Information Technology, who reports to the Company's Chief Financial Officer, including with respect to emerging cybersecurity incidents. They are responsible for implementing cybersecurity policies, programs, procedures, and strategies. To facilitate effective oversight, our Vice President of Information Technology holds discussions on cybersecurity risks, incident trends, and the effectiveness of cybersecurity measures as necessitated by emerging material cyber risks. Our Vice President of Information Technology has decades of experience selecting, deploying, and operating cybersecurity technologies, initiatives, and processes around the world, and relies on threat intelligence as well as other information obtained from governmental, public or private sources, including external consultants engaged by us.

TETRA's Board of Directors and its Audit Committee oversee risks from cybersecurity threats. The Company's Vice President of Information Technology or Chief Financial Officer update the Audit Committee on our cybersecurity risk profile typically on a quarterly basis, and review with our Board of Directors at least annually.

Human Capital Management Risk Oversight

At TETRA, we believe our efforts around human capital management add long-term value to our business and foster an inclusive culture for our employees. We have demonstrated a commitment to diversity through the people who guide our Company, starting with our Board. Our Board of Directors and its committees play a role in the active oversight of our human capital management program. This is accomplished by focusing on six key areas: safety, talent development; inclusion and diversity; ethics and compliance; talent acquisition and retention, and compensation and benefits.

- ▶ Our **Human Capital Management & Compensation Committee** receives a report at each meeting about the performance of our human capital initiatives compared to key performance indicators established by the committee and other human capital management concerns, such as talent acquisition and retention, key employee compensation, talent development, and diversity and inclusion initiatives.
- ▶ Our **Audit Committee** receives quarterly updates on our ethics and compliance program from our Chief Compliance Officer.
- ▶ Our **Nominating, Governance & Sustainability Committee** helps us to identify director candidates who can bring a diversity of background, experience, and viewpoints to our Board of Directors.
- ▶ Our **Board of Directors** receives a report at each regular meeting from our vice president of Human Resources regarding the performance of key human capital initiatives and statistics and from our HSEQ directors regarding our HSE program.
- ▶ Our **Board of Directors and Human Capital Management & Compensation Committee** receive an annual update on succession plans for senior leadership.



REPORTING FRAMEWORKS INDICES

Sustainability Accounting Standards Board (SASB) Index

Code	Topic	Accounting Method	Location in Report
EM-SV-110a.1	Emissions Reduction Services & Fuels Management	Total fuel consumed, percentage renewable, percentage used in (1) on-road equipment and vehicles and (2) off-road equipment	Page 8
EM-SV-110a.2		Discussion of strategy or plans to address air emissions-related risks, opportunities, impacts	Page 8
EM-SV-110a.3		Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions	Page 8
RT-CH-110a.1	Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Page 8
RT-CH-110a.2		Discussion of long-term and short-term strategy or plan to management Scop1 emissions, emissions-reduction targets, and an analysis of performance against those targets	Page 8
RT-CH-120a.1	Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N ₂ O), (2) SOx, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	Page 8
RT-CH-130a.1	Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy (required to discuss efforts to reduce energy consumption and/or improve energy efficiency throughout the production processes)	Page 8
RT-CH-140a.1	Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Page 9
RT-CH-140a.2		Number of incidents of non-compliance associated with water-quality permits, standards, and regulations	Page 10
RT-CH-140a.3		Description of water management risks and discussion of strategies and practices to mitigate those risks	Page 9
EM-SV-140a.1	Water Management Services	(1) Total value of fresh water handled in operations, (2) percentage recycled	Page 9
EM-SV-140a.2		Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities, and impacts	Page 9
EM-SV-150a.1	Chemicals Management	Volume of hydraulic fracturing fluid used; percentage hazardous	N/A
EM-SV-150a.2		Discussion of strategy or plans to address chemical-related risks, opportunities, and impacts	Page 12

REPORTING FRAMEWORKS INDICES

Sustainability Accounting Standards Board (SASB) Index

Code	Topic	Accounting Method	Location in Report
RT-CH-150a.1	Hazardous Waste Management	Amount of hazardous waste generated, percentage recycled (required to disclose the legal or regulatory framework(s) used to define hazardous waste and recycled hazardous waste, and the amounts of waste defined in accordance with each applicable framework)	Page 12
RT-CH-410a.1	Product Design for Use-Phase Efficiency	Revenue from products designed for use-phase resource efficiency	N/A
RT-CH-410b.1	Safety & Environmental Stewardship of Chemicals	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	Page 12
RT-CH-410b.2		Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	Page 12
RT-CH-410c.1	Genetically Modified Organisms	Percentage of products by revenue that contain genetically modified organisms (GMOs)	Page 12
EM-SV-160a.1	Ecological Impact Management	Average disturbed acreage per (1) oil and (2) gas well site.	N/A
EM-SV-160a.2		Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	Page 12
EM-SV-320a.1	Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR), (4) total vehicle incident rate (TVIR), and (5) average hours of health, safety, and emergency response training for (a) full-time employees, (b) contract employees, and (c) short-service employees	Page 17
EM-SV-320a.2		Description of management systems used to integrate a culture of safety throughout the value chain and project lifecycle	Page 17
RT-CH-320a.1	Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Page 17
RT-CH-320a.2		Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	Page 17
RT-CH-210a.1	Community Relations	Discussion of engagement processes to manage risks and opportunities associated with community interests	Page 15
EM-SV-510a.1	Business Ethics & Payments Transparency	Amount of revenue in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Page 18
EM-SV-510.a.2		Description of the management system for prevention of corruption and bribery throughout the value chain	Page 19

REPORTING FRAMEWORKS INDICES

Sustainability Accounting Standards Board (SASB) Index

Code	Topic	Accounting Method	Location in Report
EM-SV-530a.1	Management of the Legal & Regulatory Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Page 19
EM-SV-540a.1	Critical Incident Risk Management	Description of management systems used to identify and mitigate catastrophic tail-end results	Page 17
RT-CH-540a.1	Operational Safety, Emergency	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR) (required to describe incidents with a severity rating of 1 or 2, including their root cause, outcomes, and corrective actions implemented in response)	Page 17
RT-CH-540a.2		Number of transport incidents (required to describe significant transport incidents, including their root cause, outcomes, and corrective actions implemented in response)	Page 17

Sustainability Accounting Standards Board (SASB) Index — Activity Metrics

Code	Activity	Location in Report
EM-SV-000.A	Number of active rig sites	TETRA does not own, lease, or operate any rig sites.
EM-SV-000.B	Number of active well sites	TETRA does not own, lease, or operate any well sites.
EM-SV-000.C	Total amount of drilling performed	TETRA does not perform drilling operations.
EM-SV-000.D	Total number of hours worked by all employees	Page 17

Task Force on Climate-Related Financial Disclosures (TCFD) Index

Topic	Accounting Metric	Location in Report
Governance	Total fuel consumed, percentage renewable, percentage used in (1) on-road equipment and vehicles and (2) off-road equipment	Page 8
	Discussion of strategy or plans to address air emissions-related risks, opportunities, impacts	Page 8
	Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions (1) Total value of fresh water handled in operations, (2) percentage recycled	Page 8
Strategy	Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities, and impacts	Page 9
Risk Management	Volume of hydraulic fracturing fluid used; percentage hazardous	N/A
	Management	Page 20
Metrics & Targets	Average disturbed acreage per (1) oil and (2) gas well site	N/A
	Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	Page 12



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