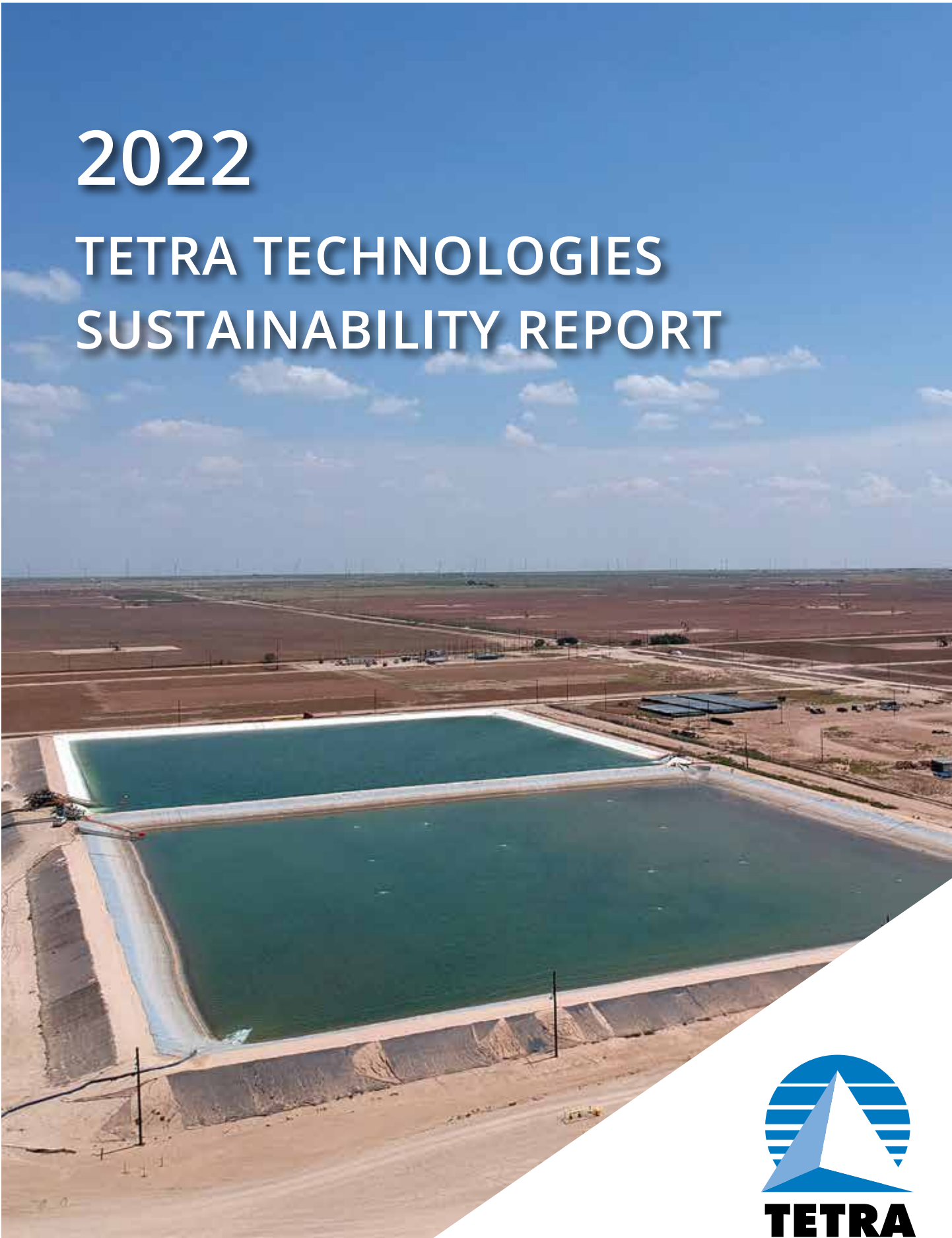


2022

TETRA TECHNOLOGIES SUSTAINABILITY REPORT



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About this Report

This is TETRA Technologies' first formal sustainability report and it discloses our environmental, social, and governance (ESG) performance in 2022 and sets the baseline for assessing our future ESG performance. We have considered feedback from stockholders regarding various disclosure frameworks and have chosen to align our disclosures following the frameworks set forth by the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-Related Financial Disclosures (TCFD).

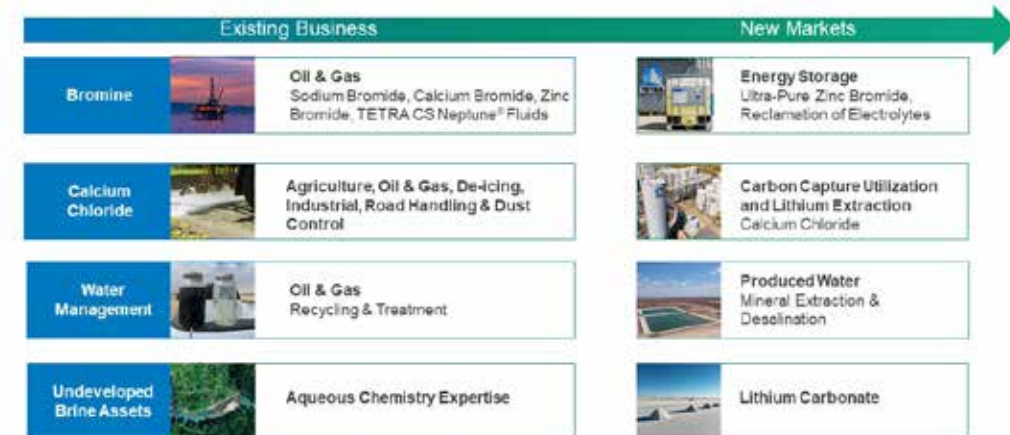
Unless otherwise noted or as the context otherwise requires, the quantitative disclosures presented in this report are for the fiscal year ended December 31, 2022 and the narrative disclosures presented in this report are current as of December 31, 2022. With respect to the Company's disclosures of inferred mineral resources, including bromine and lithium carbonate equivalent concentrations, it is uncertain if further exploration will ever result in the estimation of a higher category of mineral resource or a mineral reserve. Inferred mineral resources are considered to have the lowest level of geological confidence of all mineral resources. Investors are cautioned that mineral resources do not have demonstrated economic value. Inferred mineral resources have a high degree of uncertainty as to their existence and to whether they can be economically or legally commercialized. A significant amount of exploration must be completed in order to determine whether an inferred mineral resource may be upgraded to a higher category. Therefore, you are cautioned not to assume that all or any part of an inferred mineral resource exists, that it can be economically or legally commercialized, or that it will ever be upgraded to a higher category.

Message from our Chief Executive Officer

Since our founding in 1981, TETRA Technologies has innovated solutions in aqueous chemistry for completion fluids, including calcium chloride which is used in many different industries and applications. Over the years, we have leveraged those core competencies and expanded our position as an industry leader in the water management and flowback services business for the unconventional oil and gas market. Health, Safety and addressing the Environment is a priority within our company and we take pride in our approach to sustainability. Although this is our first publication of such efforts and progress, these are topics we address every day in each area of our business.

As a company we have taken a view of addressing sustainability by looking beyond our own company operations for emission reductions. As the U.S. Energy Information Administration projects, oil and gas will be a major part of the global energy mix for decades to come, but we also realize that new sources of energy expansion will include higher growth rates for low carbon energy sources. TETRA has a lot to offer in this regard and so we have developed new business strategies that support low carbon energy solutions for the broader society. And although we can and will always improve on our own emissions, the impact that we can have on the public at large through long duration energy storage to support wind and solar farms, lithium production to enable thousands of electric vehicles per year, carbon capture using our calcium chloride chemistry, and desalinating large amounts of produced water from oil and gas wells for beneficial re-use, is dramatic. These strategies were developed as extensions of our existing business lines and core capabilities and not as totally new start-ups without an existing foundation.

The chart below highlights our strategy to leverage our existing business and core competencies for the fast-growing low-carbon energy markets.



We are proud of our culture and have had a very active program focused on workplace diversification and inclusion with required learning programs for every leader. Our cross functional Diversity and Inclusion Committee engages our entire workforce in a variety of focused awareness and education efforts. In 2022, we engaged a consulting firm to assess our current cultural competency and will work with them to implement further programs and training as we go through 2023 and beyond.

Our people and our Company take steps in their day-to-day activities to positively impact environmental, sustainability, and governance performance while delivering value to our customers. I am very proud of the work and direction we have pursued, and I hope this report helps to emphasize some of our efforts.

Sincerely,

Brady M. Murphy
President & Chief Executive Officer



About TETRA Technologies

TETRA Technologies, Inc. (TETRA) is an energy services and solutions company with a diverse portfolio of products and services. Our primary offerings are calcium chloride, zinc bromide, completion fluids and additives, comprehensive water management, frac-flowback services, wellbore cleanout, production well testing, and offshore rig cooling.

Calcium chloride is used in the oil and gas, manufacturing, agricultural, road construction and maintenance, and food and beverage industries. TETRA is also expanding into the low-carbon energy markets with chemistry expertise, strategic mineral acreage, and global infrastructure. Our low-carbon energy initiatives include: (a) commercializing TETRA PureFlow—an ultra-pure zinc-bromide electrolyte component

for stationary batteries and energy storage; (b) partnering with Texas-based CarbonFree to advance an innovative carbon-capture utilization and storage technology that captures CO₂ and mineralizes emissions to make commercial, carbon-negative chemicals; and (c) development of TETRA's lithium and bromine mineral acreage to meet the growing demand for oil and gas products and energy storage.

Founded in 1981 and headquartered in The Woodlands, Texas, TETRA is a global company with employees and operations on six continents. Our products and services are delivered through two business divisions—Completion Fluids & Products and Water & Flowback Services.



Our corporate headquarters in The Woodlands, TX.

Completion Fluids & Products Division

Our Completion Fluids & Products Division manufactures and markets clear brine fluids, additives, and associated products and services to the oil and gas industry for use in the drilling, completion, and workover of oil and gas wells in the United States and certain countries in South America, Europe, Asia, the Middle East, and Africa. The division includes our global Chemicals business unit that markets liquid and dry calcium chloride products—either manufactured at our production facilities or purchased from third-party suppliers—to various sectors outside the energy industry.



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.

Water & Flowback Services Division

Our Water & Flowback Services Division provides oil and gas operators with comprehensive water management, frac-flowback services, production well testing, offshore rig cooling, and early production facilities (EPFs) in major oil- and gas-producing regions in the United States, Mexico, South America, Africa, Europe, the Middle East, and Australia.



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.

TETRA is a leading provider of solutions and systems that enable clean fracs or green completions. Clean fracs or green completions refer to the safe capture of natural gas with reduced emission of green house gases compared to burning or flaring the gas to the atmosphere. Guided by environmental concerns, the oil and gas industry recognizes the unsustainability of flaring methane gas, a byproduct of hydrocarbon production. While the industry transitions away from flaring by expanding pipeline infrastructure, TETRA already has the technology available to capture usable gas so operators can bring it to market instead of flare it.

Total Fuel Consumed, Percentage Renewable, Percentage Used in On-Road Equipment and Vehicles and Off-Road Equipment

In terms of fuel energy, TETRA consumed a combined 353,984.23 gigajoules for on-road use and 192,988.88 gigajoules for off-road use, for a grand total of 546,973.11 gigajoules.

Fuel Use	Fuel Type	US Gallons	Gigajoules (GJ)
On-Road	Diesel	2,053,852	300,930.37
	Gasoline	402,655	53,053.87
On-Road Sub-Total		2,456,507	353,984.23
Off-Road	Diesel	1,289,450	188,930.20
	Gasoline	30,804	4,058.67
Off-Road Sub-Total		1,320,253	192,988.88
Totals		3,776,761	546,973.11

Addressing Air Emissions-Related Risks, Opportunities, Impacts

TETRA takes a multi-pronged approach to reduce our air emissions.

In our Chemicals business unit, one of the outstanding projects is CO₂ scrubbing at our calcium chloride plant in Kokkola, Finland. TETRA can capture as much as 72% of the carbon dioxide generated in the production process, then sell it to an industrial gas manufacturer.

In our Production Testing business unit, a new technology helping to reduce air emissions is our TETRA Sandstorm advanced cyclone technology. Its construction requires 50% less steel compared to traditional sand traps, with the added benefit of more thoroughly separating the flow of liquids and solids. Conventional and cyclonic sand traps are designed to fill with multiphase fluids, which are discarded along with the solids, leaving hydrocarbons in open-top tanks to emit greenhouse gases.

By contrast, the TETRA SandStorm advanced cyclone technology performs all mechanical separation in the head of the unit, reserving the body to store solids and produced water. Different specific gravities cause the solids to settle at the bottom, while water fills the void between the lower and upper sections, displacing oil and gas back into the process chamber. Diligent emptying of the TETRA SandStorm of solids prevents transferring hydrocarbons to the tank, yielding cleaner outcomes.

Another beneficial technology is the TETRA BlueLinX automated control system. It provides cloud-based remote monitoring and control of equipment, enabling onsite operations to run more efficiently and safer, with fewer personnel and fewer trips to and from the site, thus reducing equipment and vehicular emissions.

TETRA has also recently engineered and deployed a new automated drillout skid, which allows for more efficient and reduced HSE exposure while performing the well cleanout process. The innovative package reduces onsite personnel needs and associated vehicular emissions.

Future projects to reduce emissions include powering turbines at well sites with natural gas produced from wells and storing the energy in renewable zinc-bromide flow batteries for operational use, thereby reducing the prevalence of diesel-powered generators and pumps as well as the need to transport fuel to the wellsite for these devices.

Water Management Services

TETRA is at the forefront of meeting the oil and gas industry's rising challenges regarding water. Using our innovative technologies and treatment process, we can render produced water into a fluid that is optimal for frac operations. Recycling and reusing produced water is the more sustainable alternative because doing so reduces the volumes of freshwater needed for operations as well as wastewater requiring disposal.

Our water treatment technologies are also modular and fully integrative with other well site components, yielding a tighter, more efficient footprint than many competing systems. Moreover, our TETRA Steel water-transfer system is the industry's only double-jacketed, UV-resistant, rapid-deployable hose, which reduces the risk of environmental and safety hazards.

Total Value of Fresh Water Handled in Operations and Percentage Recycled

We indicate how much produced water we treated and recycled in the section to the right under "Produced-Water Treatment, Recycling, and Reuse." We don't track fresh water handling in our customers' operations.

Addressing Water Consumption and Disposal-Related Risks, Opportunities, and Impacts

Two challenges of growing impact on oil and gas operations are freshwater scarcity and 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 4–10 barrels of water for every one barrel of oil or gas. Rystad Energy estimates that in 2023, US onshore oilfields will generate 23 billion barrels of produced water and by 2026 some 13 billion barrels will be injected into saltwater disposal (SWD) wells.¹

Freshwater Scarcity and Seismic Activity from Disposal Wells

At the frontend of operations is the amount of clean water needed for unconventional well completions (fracking)—water demand continues to rise while supplies continue to dwindle. Freshwater scarcity is especially acute in the Western third of North America and the desert region of the Permian Basin, which straddles New Mexico and Texas and is the most prolific of US basins. The worsening scarcity of freshwater is driving up its cost and will likely lead 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 backend of operations is the soaring amount of produced water that has historically been disposed of in SWD wells (also known as injection wells). To accommodate the increasing 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 increasing the restrictions on water disposal in SWD wells. An alternative to disposal is needed to reduce seismicity.

Produced-Water Treatment, Recycling, and Reuse

TETRA's water-management strategy entails recognizing produced water as a sustainable alternative to freshwater use and wastewater disposal. We have a proprietary process to treat flowback and produced waters so they meet 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, sub-surface, and effluent waters. In 2022, TETRA treated and recycled nearly eight billion gallons (189 million bbl) of produced water for oil and gas operations—volumes that would have otherwise been injected into SWD wells.

TETRA is also researching and developing a scalable, cost-effective desalination solution that could be advantageous over saltwater disposal.

Adopting New Technologies

In addition to innovating new products and services, TETRA also seeks out new technologies beyond the conventional purview of the oil and gas industry for potential use in water management, applying several criteria of sustainability 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 with injection-well disposal and other water-reduction technologies; and
- » be scalable to adapt to variation in project scope.

Additionally, the waste streams generated by such technologies must be capable of safe and cost-efficient management, as well as suited for potential mineral extraction.

In 2022, TETRA treated and recycled nearly eight billion gallons (189 million bbl) of produced water for beneficial reuse in oil and gas operations—volumes that would have otherwise been injected into SWD wells.



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

¹Rystad Energy, "Bracing for a Flood, US Shale Set to Treat Less Produced Water Despite Earthquake Boom," 6 January 2023.



TETRA water treatment and recycling facility.



Left: produced water; right: recycled produced water by TETRA.

Chemicals Management

Innovative Fluids

Since its founding in 1981, TETRA has delivered innovation and technological leadership in completion fluids and additives that address emerging customer needs. One such example is TETRA CS 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 CS Neptune fluids can be blended for use as completion, drill-in, packer, and workover fluids, and they require no zero-discharge equipment.

Premium Calcium Chloride

As a global supplier of various grades of calcium chloride, TETRA has invested heavily 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 de-ice roads as an alternative to the highly corrosive sodium chloride.

Since its founding in 1981, TETRA has delivered innovation and technological leadership in completion fluids and additives that address emerging customer needs.



Addressing Chemical-Related Risks, Opportunities, and Impacts

Low-Carbon Energy Initiatives

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

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

We partnered with CarbonFree, a global carbon capture company with patented technologies that capture CO₂ and mineralize emissions to produce commercial, carbon-negative chemicals. Together, we are jointly advancing innovative carbon capture utilization and storage technologies and applying TETRA's nearly 40 years of calcium chloride innovation, expertise in chemistry, and global reach.

We commissioned mineral analysis of our more than 27,000 acres of brine leases in Southeast Arkansas, and found them to hold resources of lithium carbonate equivalent and bromine. These mineral resources position TETRA to advance large-scale, bromine-based energy storage needed to support intermittent renewable sources like solar and wind. Using our patented 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.

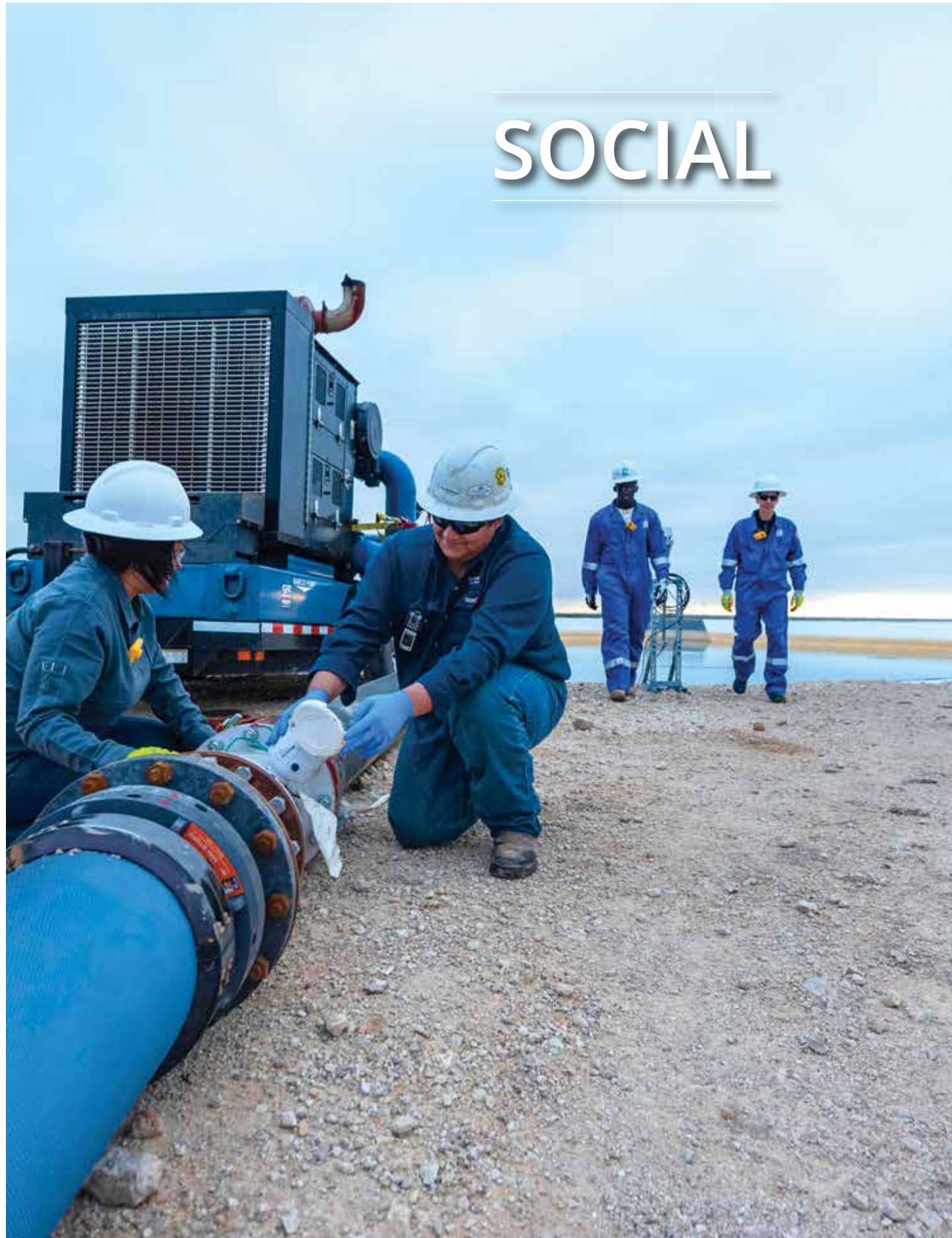
Ecological Impact Management

Addressing Risks and Opportunities Related to Ecological Impacts from Core Activities

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.

TETRA's robust chemical management process is designed to protect employees, customers, contractors, suppliers, and property, as well as the environment.

SOCIAL



A Sustainable, Ethical Workforce

Investing in people to create a sustainable workforce is paramount at TETRA. We promote career growth with 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 welcomes 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 ultimately one conducive to fulfilling the increasingly complex needs of our customers, suppliers, contractors, and employees.

The executive leadership and Board members are dedicated to promoting diversity and inclusion. 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 unequivocally does not tolerate any form of unfair or unlawful discrimination or harassment.



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 controlling risks to employees, maintaining safe work practices, minimizing impact on the environment, meeting customer requirements, and ensuring customer satisfaction.

These commitments are at the heart of our Dedicated to the CØRE, a fixture of TETRA culture focused on Customers, the Drive to ZERO, Returns, and Employees. Our Drive to ZERO 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 with all employees.

Safety Performance

In 2022, TETRA employees worked a total of 4,056,497 hours and the Company had a Total Recordable Incident Rate (TRIR) of 0.99, a fatality rate of 0, and a Total Vehicle Incident Rate (TVIR) of 0.41. TRIR is US only as reported to OSHA.

Incident Type	Rate
TRIR ⁽¹⁾	0.99
Fatalities	0
TVIR ⁽²⁾	0.41

⁽¹⁾ TRIR is a measure of occupational health and safety based on the number of incident reported against the number of workers present and number of hours worked. ⁽²⁾ 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 was five hours. 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. On average, full-time employees take five hours of training through the online portal each year. We do not have aggregated training data for contractors and short-service employees at this time.

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 requirements 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 2022 index, Iraq.

Ranking	Country	Revenue
23	Iraq	\$2.6 million
22	Eritrea	0
21	Congo	0
21	Guinea Bissau	0
20	Nicaragua	0
20	Chad	0
20	Comoros	0
20	Haiti	0
20	Sudan	0
19	Burundi	0
19	Turkmenistan	0
19	Democratic Republic of the Congo	0
17	Libya	0
17	Equatorial Guinea	0
16	Afghanistan	0
16	Korea, North	0
16	Yemen	0
14	Venezuela	0
13	Syria	0
13	Somalia	0
11	South Sudan	0



Management Systems for Prevention of Corruption and Bribery Throughout the Value Chain

TETRA Code of Business Conduct

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

Adopted by the Board of Directors, the Code sets forth the guiding principles, standards, and legal requirements all employees, officers, and directors must follow when working with co-workers, vendors, customers, and other third parties. The Code addresses 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-trust, anti-boycott, and global trade. Every director, executive officer, manager, and employee must annually acknowledge that they have read, understand, and will abide by the Code.

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 employees must follow when they engage in certain business practices carrying risks associated with anti-corruption laws.

TETRA Board of Directors

The TETRA Board of Directors has broad oversight of Company business as it advises 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, compliance rules and regulations, and the investment, acquisition, and divestment of assets and businesses; overseeing cyber-security and other risks; 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. Board members discuss and receive regular updates on a wide range of issues affecting the Company, with primary focus on business strategy, risk management, compliance, financial reporting, 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 and 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 the Enterprise Risk Management program, cyber security and risk, and any significant exposures to financial risk as well as the processes implemented to identify, monitor, control, and report such exposures.

Nominating, Governance & Sustainability Committee

The Nominating, Governance & Sustainability Committee oversees 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 also provides guidance on environmental, social, and other sustainability concerns involving TETRA. The committee also ensures that candidates for the Board are diverse in background, experience, and viewpoint, and ultimately 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

While every employee is beholden to managing daily risks, the CEO holds ultimate responsibility for managing the business and a wide array of enterprise-level risks pertaining to operations, credit and liquidity, competitors, the economy, the energy industry, various markets, litigation and regulations, acquisitions and dispositions, cyber security, compensation, and employee retention. This individual regularly apprises the Board of business operations, risks, and risk management processes, and often solicits the insight of leaders from different business units at board meetings—feedback that enables board members to make well-informed decisions to mitigate high-level risks.

Enterprise Risk Management

TETRA has an Enterprise Risk Management (ERM) program designed to identify potential risks of significant impact on the Company and keep such risks at an acceptable level. ERM assessment is performed quarterly and entails careful review of key risk indicators for each operational area and, when necessary, updates to the inventory of key risks and corresponding mitigation strategies. Each risk is evaluated for its potential to cause an incident and the likely impact of such an incident on operations, financials, Company reputation, and the broader industry. The most significant risks identified each quarter are discussed with the Board.

Cyber Security Risk Oversight

TETRA has implemented several measures to mitigate cyber security risk—these include retaining an information technology (IT) security risk insurance policy, establishing a dedicated IT security resource, engaging an independent firm to assess our IT security, enhancing our IT security defenses, and providing continual IT security training to employees. Additionally, our IT organization completed a ransomware incident response exercise and our management team recently participated in a cyber incident response exercise conducted by an independent firm. As the Board and Audit Committee oversee management of cybersecurity risks, Company leaders update the Audit Committee on our cyber security risk profile on a quarterly basis, and provide the Board with a cyber security report on an annual basis.

Human Capital Management Risk Oversight

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 other committees play a role in the active oversight of our human capital management program. This is accomplished by focusing on these key areas: safety, talent development, inclusion and diversity, ethics and compliance, talent acquisition and retention, and compensation and benefits.

Our **Human Capital Management and Compensation Committee** receives a report at each meeting regarding the performance of our human capital initiatives compared to key performance indicators established by the committee and other human capital management matters, 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 and Sustainability Committee** ensures that we are seeking director candidates who will bring a diversity of background, experience, and viewpoints to our Board of Directors.

Our **Board of Directors** receives quarterly updates regarding the performance of our HSE program from our Vice President of HSEQ.

Our **Board of Directors and Human Capital Management and Compensation Committee** receive an annual update on succession plans for senior leadership.

Reporting Frameworks Indices

Sustainability Accounting Standards Board (SASB) Index

Code	Topic	Accounting Metric	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 5
EM-SV-110a.2		Discussion of strategy or plans to address air emissions-related risks, opportunities, impacts	Page 5
EM-SV-110a.3		Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions	Future Disclosure
EM-SV-140a.1	Water Management Services	(1) Total value of fresh water handled in operations, (2) percentage recycled	Page 6
EM-SV-140a.2		Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities, and impacts	Page 6
EM-SV-150a.1	Chemicals Management	Volume of hydraulic fracturing fluid used; percentage hazardous	Not Applicable
EM-SV-150a.2		Discussion of strategy or plans to address chemical-related risks, opportunities, and impacts	Page 8
EM-SV-160a.1	Ecological Impact Management	Average disturbed acreage per (1) oil and (2) gas well site.	Not Applicable
EM-SV-160a.2		Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	Page 9
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 13
EM-SV-320a.2		Description of management systems used to integrate a culture of safety throughout the value chain and project lifecycle	Page 13
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 15
EM-SV-510.a.2		Description of the management system for prevention of corruption and bribery throughout the value chain	Page 16
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 16 - 17
EM-SV-540a.1	Critical Incident Risk Management	Description of management systems used to identify and mitigate catastrophic tail-end results	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 13

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

Topic	Accounting Metric	Location in Report
Governance	Describe the board's oversight of climate-related risks and opportunities.	Page 16
	Describe management's role in assessing and managing climate-related risks and opportunities.	Page 17
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Page 5
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Page 16-17
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2° C or lower scenario.	Future Disclosure
Risk Management	Describe the organization's processes for identifying and assessing climate-related risks.	Future Disclosure
	Describe the organization's processes for managing climate-related risks.	Page 17
	Describe how the processes for identifying, assessing, and managing climate risks are integrated into the organization's overall risk management.	Future Disclosure
Metrics & Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Future Disclosure
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and related risks.	Future Disclosure
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Future Disclosure

Corporate Headquarters

TETRA Technologies, Inc.
24955 Interstate 45 North
The Woodlands, TX 77380
P: +1 281.367.1983
www.tetratec.com

