Annual Remuneration Report for Directors of Rompetrol Well Services S.A.

Rompetrol Well Services S.A. ("**Company**"), an over 70-year-old company specialized in technical support services for crude oil and gas wells provided to oil and gas operators and contractors, with a focus on cementation, demonstrated in 2025, despite the volatile business environment, professionalism in delivering projects with high-performance equipment and experienced staff.

The **Remuneration Policy** was prepared by the Board of Directors of Rompetrol Well Services S.A. ("**Board of Directors**") and approved in the Ordinary General Meeting of Shareholders ("**OGMS**") held on April 26, 2021.

During the OGMS held on April 28, 2025, the Company submitted for approval to the shareholders the revised form of the Remuneration Policy for the Company's managers. In accordance with Decision no. 1/2025 (art. 8) of OGMS of April 28, 2025, in the presence of shareholders representing 83.6907710% of the share capital and 83.6907710% of the total voting rights, with a number of 203,110,150 "for" votes representing 73.0110690% of the capital social and 87.2390958% of the votes cast and 29,709,950 votes "against" representing 10.6796987% of the share capital and 12.7609042% of the votes cast, the revised form of the Remuneration Policy of the Company's management structure was approved, a document that can be consulted on the Internet, on the official website of the Company, section Other Policies, Reports and Regulations:
https://www.rompetrolwellservices.com/upload/files/2025_politica_de_remunerare_rws_ro_3289.pdf

The **Remuneration Report** of the Company's management structures, related to the year 2024, was approved in the Ordinary General Meeting of Shareholders on April 28, 2025 with a number of 203,110,150 votes "*for*" representing 73.0110690% of the share capital and 87.2390958% of the casted votes and 29,709,950 votes "*against*" representing 10.6796987% of the share capital and 12.7609042% of the casted votes.

This Remuneration Report is prepared for the financial year ended on December 31, 2025, in accordance with the above-mentioned Remuneration Policy.

ROMPETROL WELL SERVICES S.A.
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The Remuneration Report will be submitted to the advisory vote of the Ordinary General Meeting of Shareholders of the Company on April 28/29, 2026, and will be published on the official website of the Company on https://rompetrolwellservices.kmginternational.com/relatia-cu-investitorii/guvernanta-corporativa and will remain available to the public for 10 years from the date of publication, in accordance with the applicable legal provisions.

The Remuneration Report provides an overview of the gross remuneration, including all benefits, regardless of form, granted or due during the last financial year, to the Company's individual Directors, including newly appointed and former executives in accordance with the Remuneration Policy.

The Directors of the Company are only those who hold following positions: (i) members of the Board of Directors, and (ii) executive directors, as they are defined by the provisions of the Companies' Law no. 31/1990.

The main features of the remuneration system can be summarized as follows:

Remuneration element	**The purpose and connection with the strategy**
Fixed remuneration	Fixed level of earnings that reflects the scale and complexity of the business, the roles, and responsibilities of each Director, ensuring competitiveness with the market.
Variable remuneration	Compensation provided in the Collective Labor Agreement at the Company level, as well as variable compensation based on annual financial and non-financial performance criteria that are relevant to the Company's strategy.

The basic principles of the Remuneration Policy are: pay for performance, maintaining competitiveness in the labor market and internal equity. They align the interests of decision-makers in the Company with the interests of shareholders and other stakeholders (e.g., employees or the general public).

The Remuneration Policy creates an appropriate framework for attracting talent and cultivating the skills needed to achieve the company's objectives, helping to increase the level of talent retention. It also contributes to the successful implementation of the company's short-, medium- and long-term strategy, providing the necessary and flexible tools to remunerate the Company's Directors, including remuneration for exceptional situations and achievements.

The total remuneration contributes to the long-term development of the Company by maintaining a high level of motivation of the Company's Directors and their retention, as well as by attracting talents within the Company. The equitable reward of the performance in activity in accordance with the added value created for the shareholders thus supports the level of profitability of the Company.

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By offering competitive fixed remuneration in the market, by rewarding the technical knowledge and managerial skills of the Company's Directors, their degree of satisfaction, commitment and perseverance is kept to a high level.

The variable remuneration is determined, and it is granted according to the fulfillment of the strategic performance objectives and indicators at Company level. The payment of a variable remuneration stimulates the delivery of the maximum results for the Company, ensuring operational continuity at a maximum level of performance.

As per the Remuneration Policy, the remuneration elements are: fixed remuneration (salaries and indemnities/ allowances) and variable remuneration (bonuses, aids, benefits).

During 2025, in accordance with the mandate contracts and the Collective Labor Agreement in force, the Company's Directors on positions received fixed and variable remuneration for their activity in line with the Remuneration Policy, as well as labor market.

A. Members of Board of Directors during 2025:
    1. Romanenko Pavel, President of Board of Directors from January 1 to January 19, 2025, received fixed remuneration as a gross monthly allowance.
    2. Yedil Utekov, President of Board of Directors starting with January 20, 2025, received fixed remuneration as a gross monthly allowance.
    3. Florea Georgian Ștefan, member of Board of Directors, received fixed remuneration as a gross monthly allowance.
    4. Manole Gabriel-Vasile, member of Board of Directors and member of Audit Committee, received fixed remuneration as a monthly allowance.
    5. Țurcanu Olga, member of Board of Directors and member of Audit Committee, received fixed remuneration as a gross monthly allowance.
    6. Henke Eugeniu-Moby, member of Board of Directors until May 31, 2025, received fixed remuneration as a gross monthly allowance.
    7. Turlybekov Nurdaulet, member of Board of Directors from June 1 to December 02, 2025, received fixed remuneration as a gross monthly allowance.
    8. Graure Sorin, member of Board of Directors starting December 03, 2025, received fixed remuneration as a gross monthly allowance.

B. Executive Directors during 2025:
    1. Florea Georgian Ștefan, General Manager, received fixed monthly remuneration and variable remuneration consisting in bonuses as per Collective Labor Agreement in place (vacation bonus) and other benefits in kind (life and health insurance, medical subscription, gift for children on the occasion of June 1 and Christmas).
    2. Moise Luiza-Roxana, Finance Manager, received fixed monthly remuneration and variable remuneration consisting in bonuses as per Collective Labor Agreement in

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place (vacation bonus) and other benefits in kind (life and health insurance, medical subscription, gift for children on the occasion of June 1 and Christmas).

Directors of the Company are not part of any scheme of options on shares granted or offered by the Company.

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A. The effective gross remuneration structure of the Company's Directors during 2025

		Pavel Romanenko [*)] President of Board of Directors
FIX	Fixed remuneration (salaries and fixed allowances)	8,199
VAR	Variable remuneration (payments and bonuses as per CLA) [1)]	N/A
	Variable remuneration (performance bonus)	N/A
	Other benefits [2)]	N/A
	Total remuneration	**8,199**
	Weight fixed remuneration	**100%**
	Weight variable remuneration	**0%**
	Remuneration received from any entity in Romania that belongs to the same group and that is controlled by the Company / is affiliated to the Company	23,932

[*)] for the period January 1 – 19, 2025
[1)] vacation bonus, special events bonus
[2)] life insurance, health insurance, medical subscription, gift for children on occasion of June 1 and Christmas

Note: the presented values are annual, gross in RON

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		Yedil Utekov *) President of Board of Directors
FIX	Fixed remuneration (salaries and fixed allowances)	129,266
VAR	Variable remuneration (payments and bonuses as per CLA) [1)]	N/A
	Variable remuneration (performance bonus)	N/A
	Other benefits [2)]	N/A
	Total remuneration	**129,266**
	Weight fixed remuneration	**100%**
	Weight variable remuneration	**0%**
	Remuneration received from any entity in Romania that belongs to the same group and that is controlled by the Company / is affiliated to the Company	694,176

[*)] starting with January 20, 2025 onwards
[1)] vacation bonus, special events bonus
[2)] life insurance, health insurance, medical subscription, gift for children on occasion of June 1 and Christmas

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		Georgian Ștefan Florea General Manager and Executive Member of Board of Directors
FIX	Fixed remuneration (salaries and fixed allowances)	758,793
VAR	Variable remuneration (payments and bonuses as per CLA) [1)]	51,312
	Variable remuneration (performance bonus)	0
	Other benefits [2)]	12,155
	Total remuneration	**822,260**
	Weight fixed remuneration	**92%**
	Weight variable remuneration	**8%**
	Remuneration received from any entity in Romania that belongs to the same group and that is controlled by the Company / is affiliated to the Company	0

[1)] *vacation bonus, special events bonus*
[2)] *life insurance, health insurance, medical subscription, gift for children on occasion of June 1 and Christmas*

Note: the presented values are annual, gross in RON

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		Manole Vasile Gabriel Member of Board of Directors and member of Audit Committee
FIX	Fixed remuneration (salaries and fixed allowances)	112,161
VAR	Variable remuneration (payments and bonuses as per CLA) [1)]	N/A
	Variable remuneration (performance bonus)	N/A
	Other benefits [2)]	N/A
	Total remuneration	**112,161**
	Weight fixed remuneration	**100%**
	Weight variable remuneration	**0%**
	Remuneration received from any entity in Romania that belongs to the same group and that is controlled by the Company / is affiliated to the Company	107,093

[1)] *vacation bonus, school/kindergarten allowance, special events bonus*
[2)] *life insurance, health insurance, medical subscription, gift for children on occasion of June 1 and Christmas*

Note: the presented values are annual, gross in RON

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		Țurcanu Olga **Member of Board of Directors and member of Audit Committee**
FIX	Fixed remuneration (salaries and fixed allowances)	112,161
VAR	Variable remuneration (payments and bonuses as per CLA) [1)]	N/A
	Variable remuneration (performance bonus)	N/A
	Other benefits [2)]	N/A
	Total remuneration	**112,161**
	Weight fixed remuneration	**100%**
	Weight variable remuneration	**0%**
	Remuneration received from any entity in Romania that belongs to the same group and that is controlled by the Company / is affiliated to the Company	0

[1)] *vacation bonus, special events bonus*
[2)] *life insurance, health insurance, medical subscription, gift for children on occasion of June 1 and Christmas*

Note: the presented values are annual, gross in RON

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		Henke Eugeniu Moby[*)] Member of Board of Directors
FIX	Fixed remuneration (salaries and fixed allowances)	39,372
VAR	Variable remuneration (payments and bonuses as per CLA) [1)]	N/A
	Variable remuneration (performance bonus)	N/A
	Other benefits [2)]	N/A
	Total remuneration Weight fixed remuneration Weight variable remuneration	**39,372** **100%** **0%**
	Remuneration received from any entity in Romania that belongs to the same group and that is controlled by the Company / is affiliated to the Company	0

[*)] for the period January 01 – May 31, 2025
[1)] vacation bonus, special events bonus
[2)] life insurance, health insurance, medical subscription, gift for children on occasion of June 1 and Christmas

Note: the presented values are annual, gross in RON

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		Turlybekov Nurdaulet *) Member of Board of Directors
FIX	Fixed remuneration (salaries and fixed allowances)	21,306
VAR	Variable remuneration (payments and bonuses as per CLA) 1)	N/A
	Variable remuneration (performance bonus)	N/A
	Other benefits 2)	N/A
	Total remuneration	**21,306**
	Weight fixed remuneration	**100%**
	Weight variable remuneration	**0%**
	Remuneration received from any entity in Romania that belongs to the same group and that is controlled by the Company / is affiliated to the Company	0

*) *for the period June 01 – December 02, 2025*
1) *vacation bonus, special events bonus*
2) *life insurance, health insurance, medical subscription, gift for children on occasion of June 1 and Christmas*

Note: the presented values are annual, gross in RON

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		Graure Sorin*) Member of Board of Directors
FIX	Fixed remuneration (salaries and fixed allowances)	7,051
VAR	Variable remuneration (payments and bonuses as per CLA) 1)	N/A
	Variable remuneration (performance bonus)	N/A
	Other benefits 2)	N/A
	Total remuneration Weight fixed remuneration Weight variable remuneration	**7,051** **100%** **0%**
	Remuneration received from any entity in Romania that belongs to the same group and that is controlled by the Company / is affiliated to the Company	27,737

*) *for the period December 03 – December 31, 2025*
1) *vacation bonus, special events bonus*
2) *life insurance, health insurance, medical subscription, gift for children on occasion of June 1 and Christmas*

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		Moise Luiza Roxana Finance Manager
FIX	Fixed remuneration (salaries and fixed allowances)	438,901
VAR	Variable remuneration (payments and bonuses as per CLA) [1)]	37,336
	Variable remuneration (performance bonus)	0
	Other benefits [2)]	3,268
	Total remuneration Weight fixed remuneration Weight variable remuneration	**479,505** **92%** **8%**
	Remuneration received from any entity in Romania that belongs to the same group and that is controlled by the Company / is affiliated to the Company	0

[1)] *vacation bonus, special events bonus*
[2)] *life insurance, health insurance, medical subscription, gift for children on occasion of June 1 and Christmas*

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C. Comparative information on changes in the remuneration and performance of the Company

Annual change in the remuneration of Directors in 2025	Financial year 2025 reported to financial year 2024	Financial year 2024 reported to financial year 2023	Financial year 2023 reported to financial year 2022	Financial year 2022 reported to financial year 2021	Financial year 2021 reported to financial year 2020
Remuneration of Board of Directors *)					
Romanenko Pavel[1)]	0%	n/a	n/a	n/a	n/a
Utekov Yedil[2)]	n/a	n/a	n/a	n/a	n/a
Florea Georgian Ștefan[3)]	-3%	1%	100%	n/a	n/a
Manole Vasile Gabriel[4)]	13%	6%	90%	n/a	n/a
Țurcanu Olga[5)]	-2%	1%	95%	10%	-36%
Henke Eugeniu Moby[6)]	0%	1%	94%	13%	-36%
Turlybekov Nurdaulet[7)]	n/a	n/a	n/a	n/a	n/a
Graure Sorin[8)]	n/a	n/a	n/a	n/a	n/a
Remuneration of Executive Directors					
Florea Georgian Ștefan[3)]	29%	-17%	55%	55%	n/a
Moise Luiza-Roxana[9)]	37%	-14%	28%	10%	11%
Performance of the Company					
Net profit	-62%	-13%	380%	50%	-63%
EBITDA	-46%	-23%	368%	-16%	-28%
Average remuneration based on the full-time equivalent of the Company's employees					
Company's employees	8%	3%	27%	13%	3%

Note: The percentages included in the comparative analysis are calculated based on the annualized total remuneration.

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Other notes:

**) Due to the general economic evolution of the market, affected by the geopolitical context and the current regional situation, the members of the Board of Directors have voluntarily given up part of the gross allowance for the financial year 2022. The indemnities of the members of the Board of Directors were established by the OGMS in USD, being paid in RON at the National Bank.*

1) between October 1, 2024 – January 19, 2025
2) starting with January 20, 2025
3) starting October 18, 2021
4) starting April 30, 2022
5) starting April 29, 2018
6) between May 1, 2017 – May 31, 2025
7) between June 1 – December 2, 2025
8) starting December 3, 2025
9) starting October 1, 2018

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C. Key financial and non-financial performance indicators (KPIs) underpinning the variable component of remuneration

The key performance indicators of the Company's Directors for 2025, together with their targets, thresholds and weights, were approved in April-May 2025. The results of the performance indicators for 2025 are under evaluation at the date of this report.

The results of the corporate performance indicators for the year 2025 are in progress to be approved at the date of this report.

Main KPIs at Company level were presented as follows:

Objectives	Key performance indicators (KPIs)
Improve company's financial results	Net Profit adjusted OPEX control in Well Services revenues EBITDA adjusted
Increase market share	Casing cementing and stimulation services market share (Romania)
Increase HSE compliance	Reduction of occupational injuries
Decrease overdues	Delta overdue / gross turnover
Improve the accuracy and timeliness of processes	Financial Audit Process - material adjustments

The performance, but not limited to, criteria for Executive Directors are as follows:

1. Risk-adjusted financial performance
    a) Strategic progress
    b) Results and financial performance
2. Effectiveness
    a) Process efficiency
    b) Business development projects
    c) Cost control
3. Involvement of stakeholders
    a) Commitment to customers
    b) Employees management
    c) Involvement in community

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The individual performance of the executive directors was analyzed in 2025 for 2024 according to the approved Remuneration Policy. The average level of KPIs achievement for 2024 was 76.27%.

The current market conditions, influenced by the decrease in activity in the upstream area, as well as the unfavorable economic situation of the Company, did not allow the granting of performance bonuses during the year 2025, related to the year 2024.

During 2025, there were no deviations or derogations from the approved Remuneration Policy. The option to recover the variable remuneration was not used in the financial year 2025.

Pursuant to the provisions of art. 107 of Law no. 24/2017, regarding the issuers of financial instruments and market operations, republished in the Official Gazette, Part I no. 772 of August 10, 2021, the Board of Directors submits this Report to the Ordinary General Meeting of Shareholders of Rompetrol Well Services S.A.

Yedil Utekov
President of Board of Directors _____

Georgian-Ștefan Florea
General Manager _____

Luiza-Roxana Moise
Finance Manager _____

Corina Gheorghe
Group Human Resources Director _____

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