



4Q 2025 Earnings Presentation

NABORS INDUSTRIES LTD February 2026



NABORS INDUSTRIES

Forward-Looking Statements

We often discuss expectations regarding our future markets, demand for our products and services, and our performance in our annual, quarterly, and current reports, press releases, and other written and oral statements. Such statements, including statements in this document that relate to matters that are not historical facts, are “forward-looking statements” within the meaning of the safe harbor provisions of Section 27A of the U.S. Securities Act of 1933 and Section 21E of the U.S. Securities Exchange Act of 1934. These “forward-looking statements” are based on our analysis of currently available competitive, financial and economic data and our operating plans. They are inherently uncertain, and investors should recognize that events and actual results could turn out to be significantly different from our expectations.

Factors to consider when evaluating these forward-looking statements include, but are not limited to:

- geopolitical events, pandemics and other macro-events and their respective and collective impact on our operations as well as oil and gas markets and prices;
- fluctuations and volatility in worldwide prices of and demand for oil and natural gas;
- fluctuations in levels of oil and natural gas exploration and development activities;
- fluctuations in the demand for our services;
- competitive and technological changes and other developments in the oil and gas and oilfield services industries;
- our ability to renew customer contracts in order to maintain competitiveness;
- the existence of operating risks inherent in the oil and gas and oilfield services industries;
- the possibility of the loss of one or a number of our large customers;
- the amount and nature of our future capital expenditures and how we expect to fund our capital expenditures;
- the occurrence of cybersecurity incidents, attacks and other breaches to our information technology systems;
- the impact of long-term indebtedness and other financial commitments on our financial and operating flexibility;
- our access to and the cost of capital, including the impact of a further downgrade in our credit rating, covenant restrictions, availability under our revolving credit facility, and future issuances of debt or equity securities and the global interest rate environment;
- our dependence on our operating subsidiaries and investments to meet our financial obligations;

- our ability to retain skilled employees;
- our ability to realize the expected benefits of strategic transactions we may undertake;
- changes in tax laws and the possibility of changes in other laws and regulation;
- global views on and the regulatory environment related to energy transition and our ability to implement our energy transition initiatives;
- potential long-lived asset impairments
- the possibility of changes to U.S. trade policies and regulations including the imposition of trade embargoes, sanctions or tariffs, by either the U.S. or any other country in which we operate or have supply lines;
- general economic conditions, including the capital and credit markets;
- Our ability to utilize NOLs.

Our businesses depend, to a large degree, on the level of spending by oil and gas companies for exploration, development and production activities. Therefore, sustained lower oil or natural gas prices that have a material impact on exploration, development or production activities could also materially affect our financial position, results of operations and cash flows.

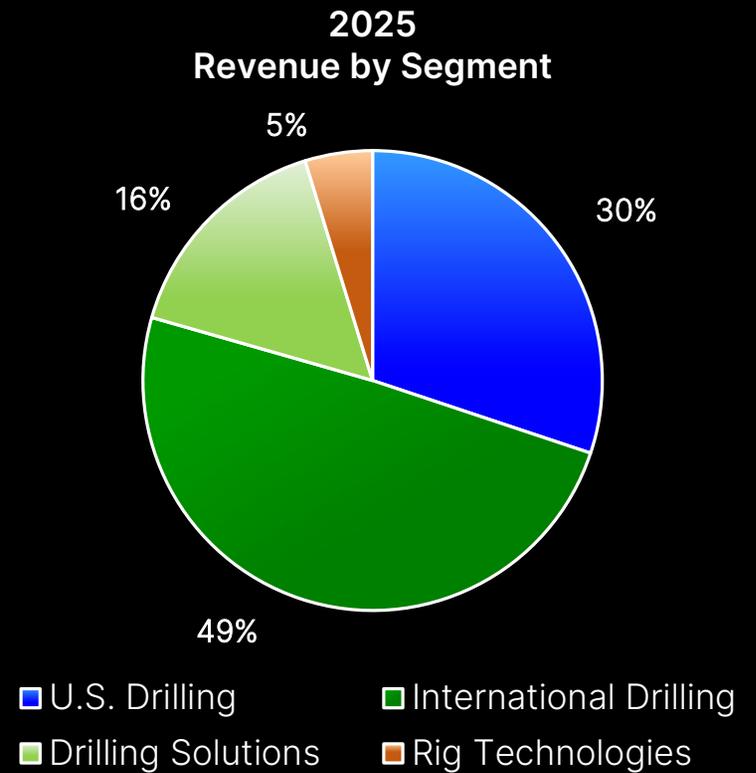
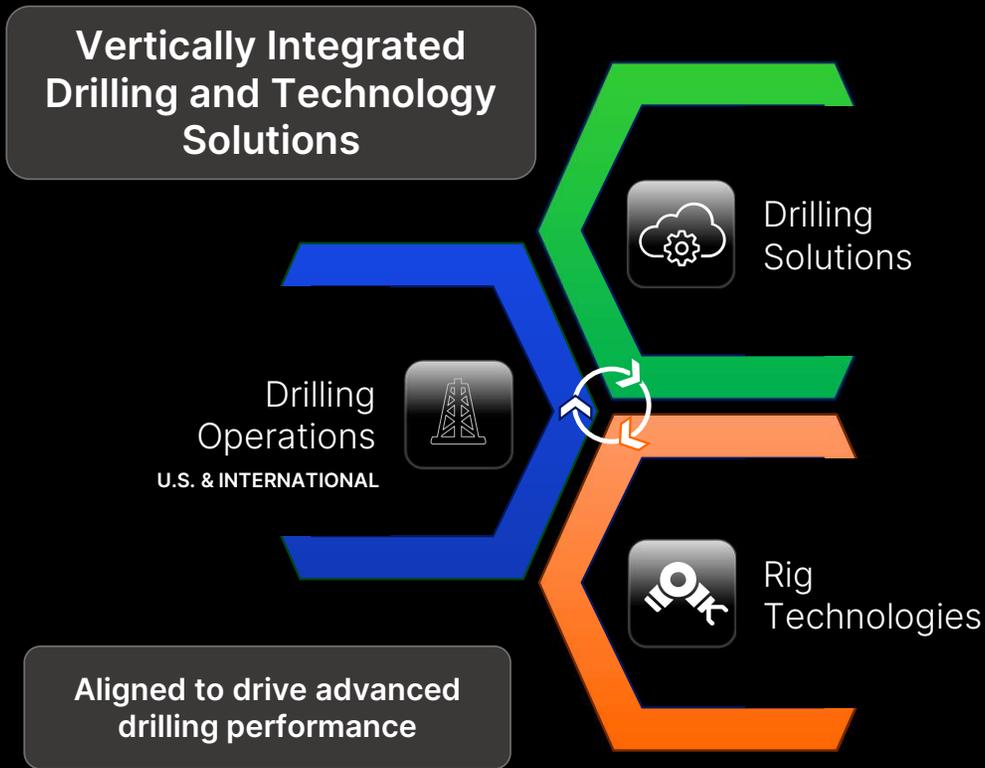
The above description of risks and uncertainties is by no means all-inclusive but is designed to highlight what we believe are important factors to consider. For a discussion of these factors and other risks and uncertainties, please refer to our filings with the Securities and Exchange Commission (“SEC”), including those contained in our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q, which are available at the SEC’s website at www.sec.gov. We undertake no obligation to publicly update or revise any forward-looking statement as a result of new information, future events or otherwise, except as otherwise required by law.

Non-GAAP Financial Measures

This presentation refers to certain “non-GAAP” financial measures, such as adjusted EBITDA, net debt, adjusted gross margin and adjusted free cash flow. The components of these non-GAAP measures are computed by using amounts that are determined in accordance with accounting principles generally accepted in the United States of America (“GAAP”). Other companies in our industry may compute these metrics differently. These measures have limitations and should not be used in isolation or as a substitute for the amounts reported in accordance with GAAP.

NABORS INDUSTRIES

The Industry's Most Innovative Technology



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Vertical Integration Drives Significant Value



International Drilling

Deploying best fit-for-purpose rigs in key markets



U.S. Drilling

A leading provider of high-specification rigs



Drilling Solutions (NDS)

Utilizing the rig as a platform to deliver differentiated services



Rig Technologies

Drilling rig equipment & technology designed to enable automation

Several High-Impact Transactions over the Past Year

Acquisition of Parker Wellbore

\$274M

Total consideration

Consisting of:

- 4.8M NBR shares
- \$93M net debt assumed

1.4x EV/EBITDA with estimated synergies*

* Total consideration divided by \$190M estimated 2025 adjusted EBITDA including synergies of \$40 million, at time of transaction

Divestiture of Quail Tools

\$625M

Net proceeds

Consisting of:

- \$375M in cash at closing, including a working capital adjustment
- \$250M seller note, fully prepaid in October 2025

4.2x EV/EBITDA

Capital Markets Activity

\$700M

Effectively refinanced the notes due in 2027, extending maturity to 2032

\$390M

Of 2028 debt extinguished**

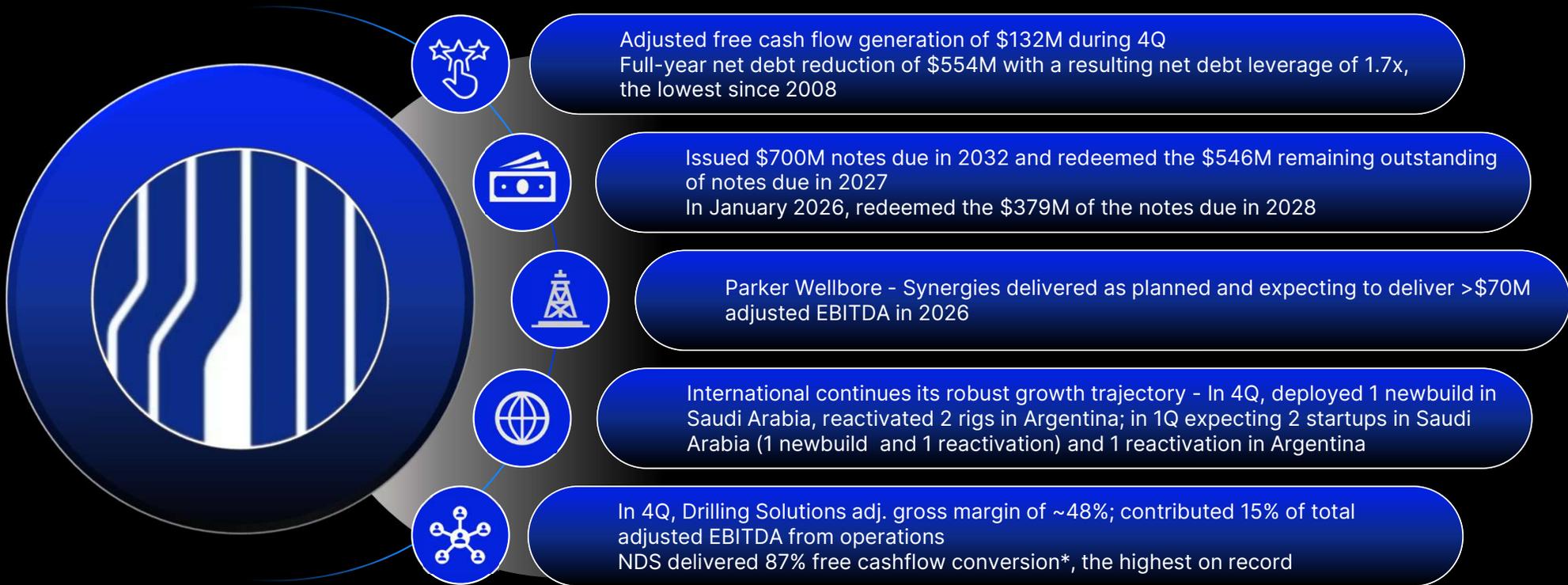
\$178M

Paydown Nabors RCF drawn to refi Parker term loan

** Includes the amount redeemed on 1/15/26

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Recent Highlights



Note: For the reconciliation of adjusted free cashflow and gross margin to the most comparable non-GAAP measures see non-GAAP reconciliations in Appendix

Key Value Drivers

1



Expanding & enhancing our International business

2



Performance excellence in the Lower 48

3



Advancing technology & innovation with demonstrated results

4



Focused on our commitment to de-lever

5



Leading in Sustainability and the Energy Transition

1 Resilience Leading to Growth in Our International Segment

Improving International Rig Economics

Expanding International margins as we grow our fleet



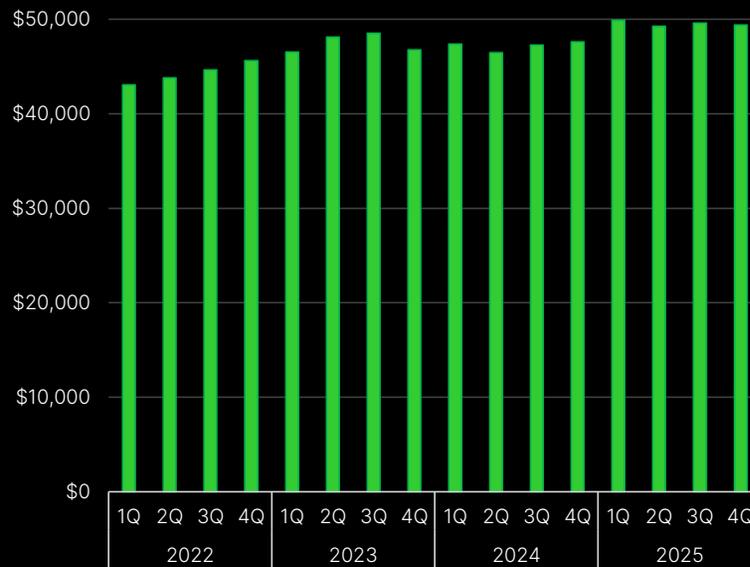
Note: Daily rig revenue and adjusted daily gross margin for drilling rigs only, does not include Nabors Drilling Solutions

1 Resilience Leading to Growth in Our International Segment

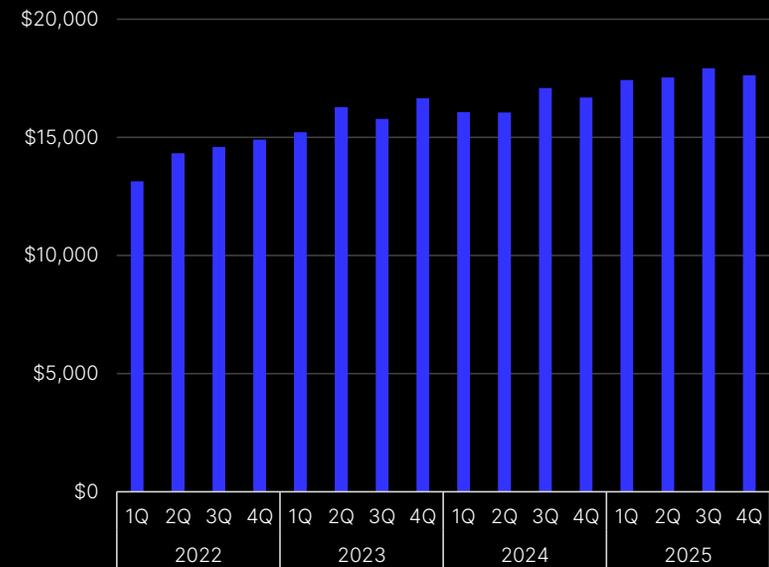
Improving International Rig Economics

Enhancing both
the top and
bottom line

**International Drilling
Daily Revenue**



**International Drilling
Adjusted Daily Gross Margin**



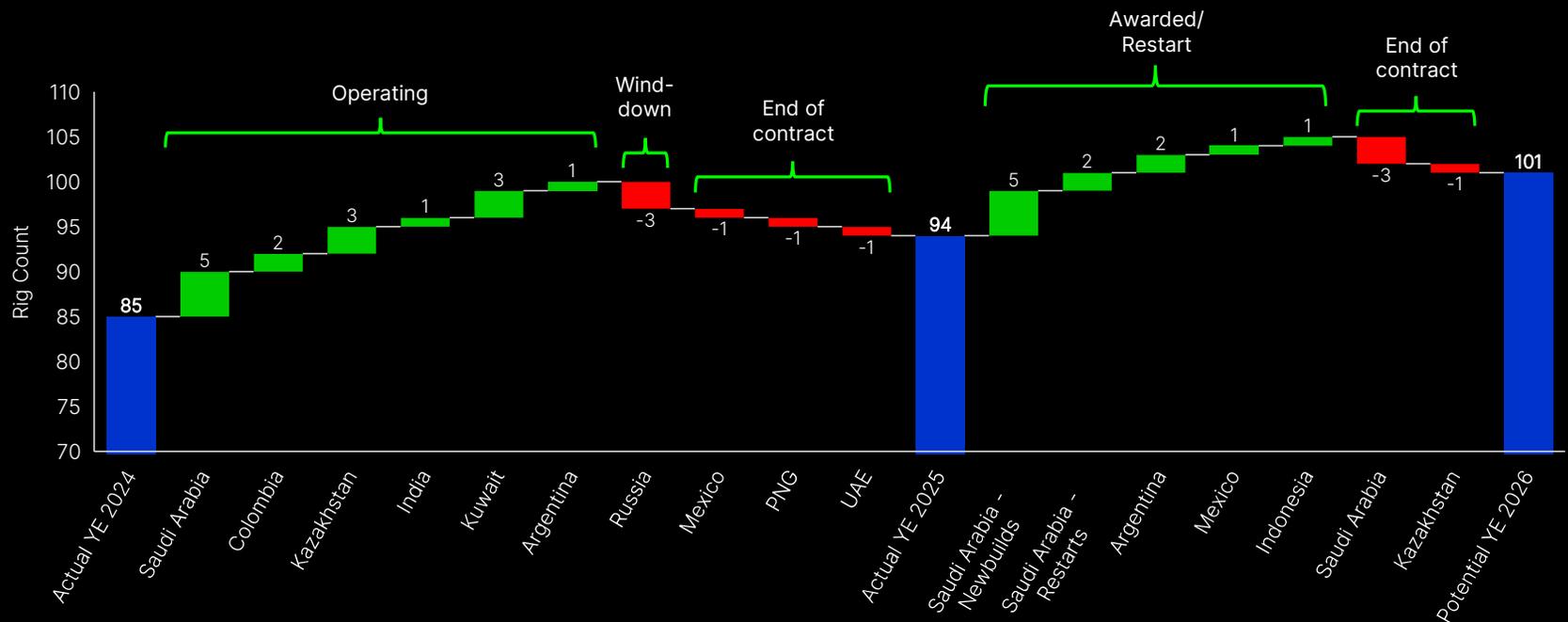
Note: Daily rig revenue and adjusted daily gross margin for drilling rigs only, does not include Nabors Drilling Solutions

1 Resilience Leading to Growth in Our International Segment

Strategic Growth in International Markets

Actively pursuing multiple opportunities with attractive returns

International Drilling Opportunity Set Rig Count

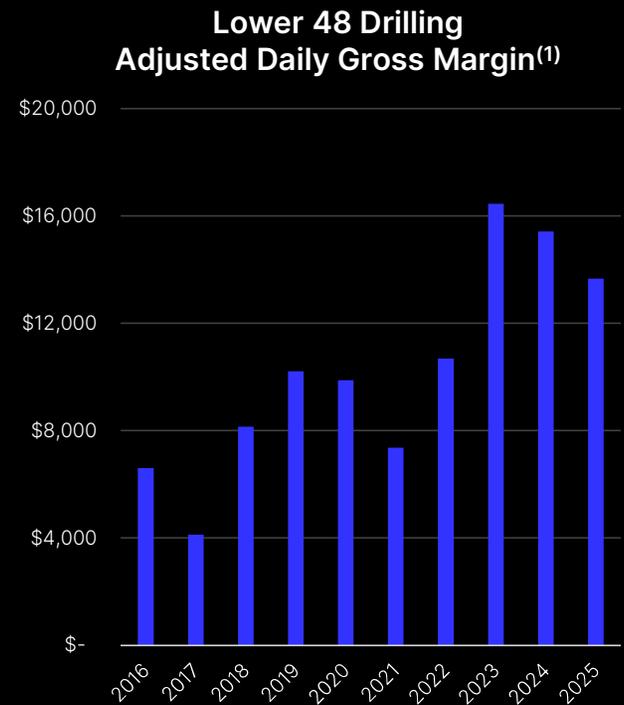
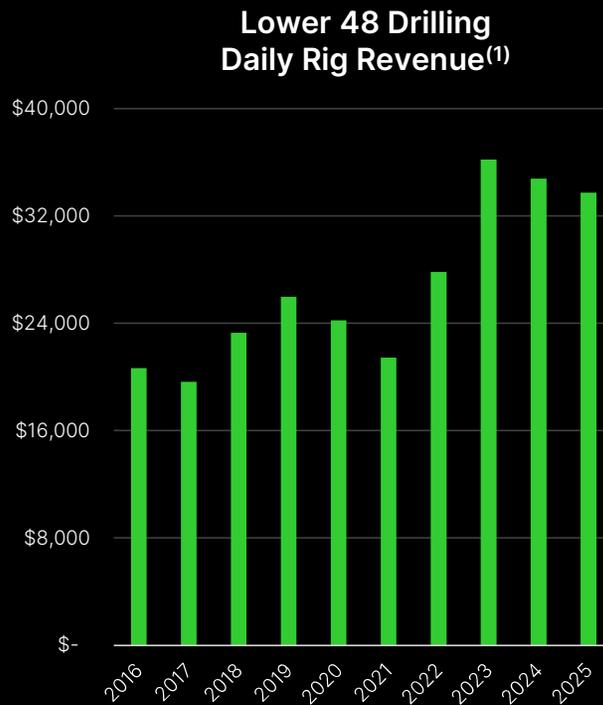


Note: These estimates are based on current market conditions and expectations are based on information received from third parties, which are subject to change. The estimates do not represent guidance or projections.

2 Performance Excellence In The Lower-48

Efficiency and Performance Support Margins in a Challenging Market


 Resilient daily revenue and margins leading to free cash flow

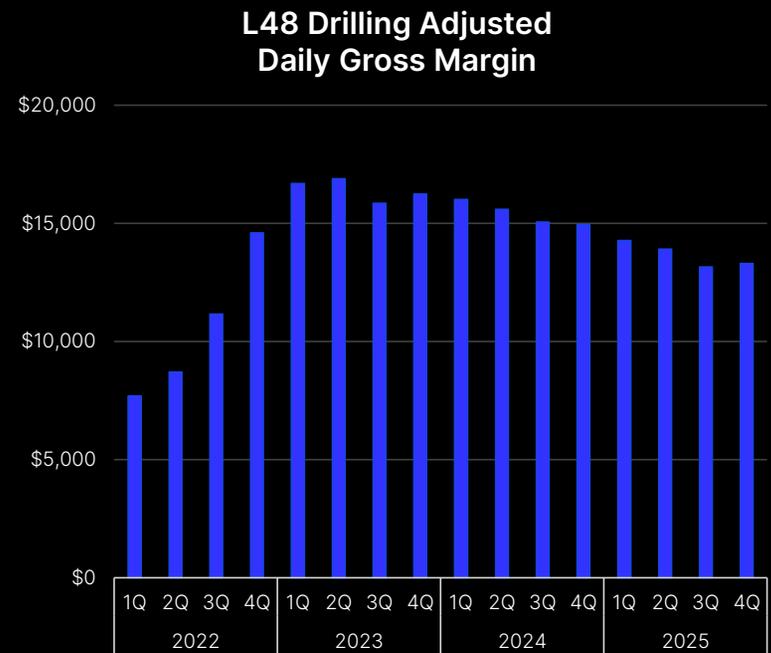
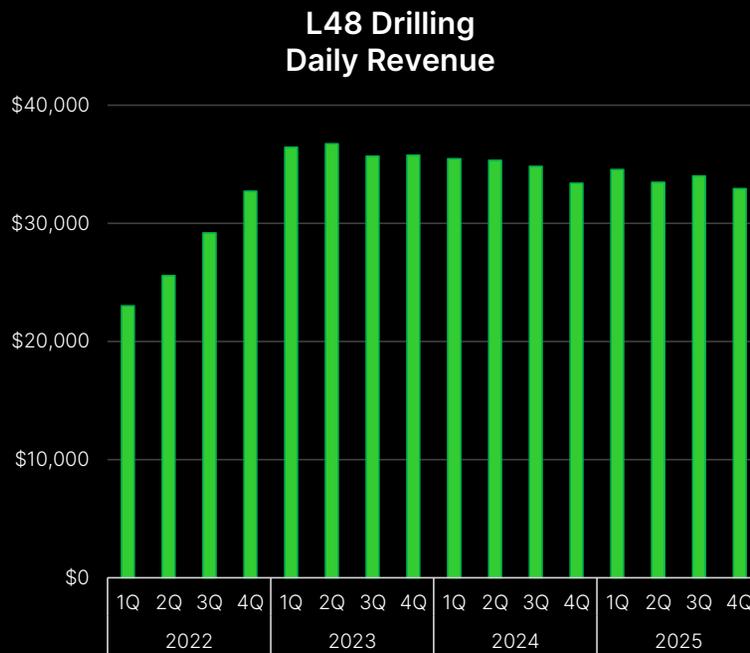


Note: Daily rig revenue and adjusted daily gross margin for drilling rigs only, does not include Nabors Drilling Solutions

2 Performance Excellence In The Lower-48

Delivering Strong Results in a Challenging Market


 Navigating market volatility with pricing discipline



Note: Daily rig revenue and adjusted daily gross margin for drilling rigs only, does not include Nabors Drilling Solutions

3 Improving Outlook For Our Technology & Innovation

Nabors Drilling Solutions
Leveraging
'Rig as a Platform'



Data Integration / **RigCLOUD**



Performance Software



Automated Casing Running



Managed Pressure Drilling



Drill Pipe and BOP Rentals



Wellbore Placement

3 Improving Outlook For Our Technology & Innovation

NDS – Technology that Enhances Performance

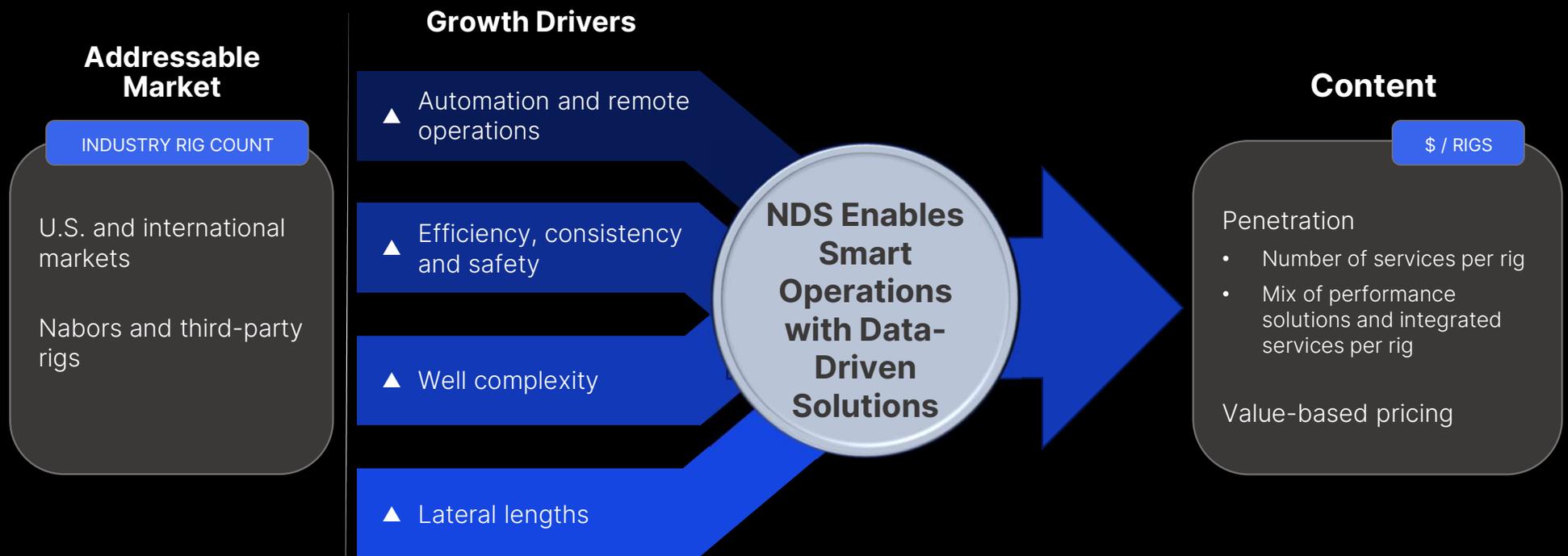
Our Portfolio:

Solution	Function	Benefit
Performance Software		
Rokit® and REVit® SmartSuite™* RigCLOUD®	Automated drilling optimization Rig-based automation software Real-time and analytics platform	Faster, more consistent ROP, reduced human error Precision control; improved consistency and efficiency Informed decision-making; lower invisible flat time
Integrated Services		
Casing Running Managed Pressure Drilling Surface Tools Wellbore Placement	Automated sequencing; mechanized pipe handling Fine-tuning formation pressure Drill pipe and BOP rentals Real-time formation and directional data	Safer, consistent casing operations; reduced manual labor Commercializes complex wells; improves drilling efficiency A turnkey solution for drilling equipment Better well placement, higher reservoir contact

*A suite of over 50 apps including SmartNAV® and SmartSLIDE® – directional guidance steering and automated slide drilling controls

3 Improving Outlook For Our Technology & Innovation

A Framework to Analyze NDS



3 Improving Outlook For Our Technology & Innovation

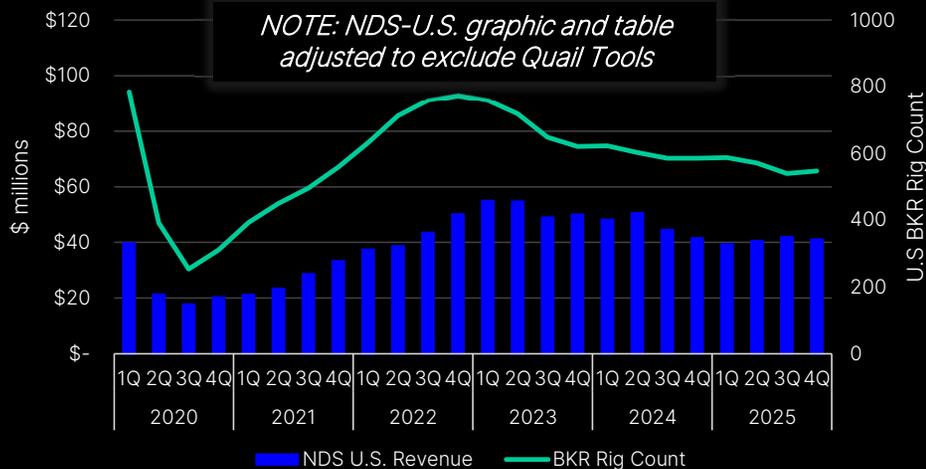
NDS – Global Market Reach

U.S.

L48 – Offshore – Alaska

(\$ millions)	3Q'24	4Q'24	1Q'25	2Q'25	3Q'25	4Q'25
NDS U.S. Rev.	\$44.6	\$41.6	\$39.4	\$40.6	\$42.2	\$41.1
Avg. rig count	586	586	588	571	540	548

NDS - U.S.

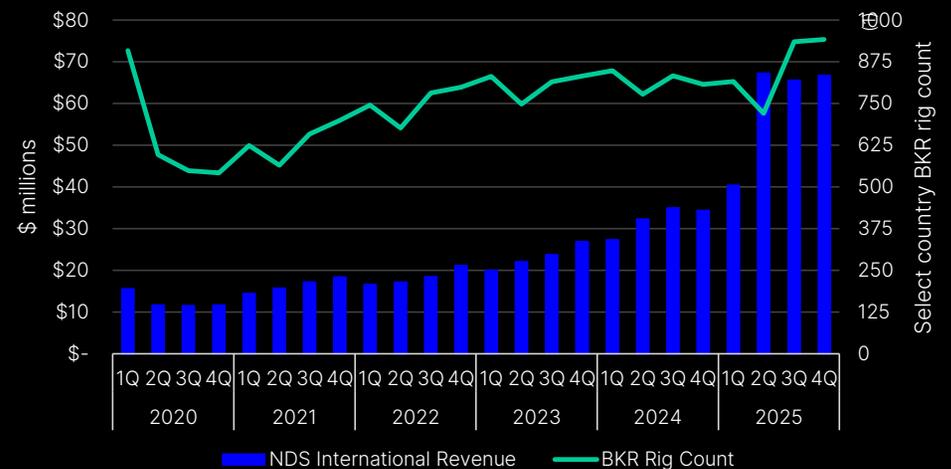


International

>15 Countries

(\$ millions)	3Q'24	4Q'24	1Q'25	2Q'25	3Q'25	4Q'25
NDS Int'l Rev.	\$34.9	\$34.4	\$40.3	\$67.1	\$65.6	\$66.7
Avg. rig count	833	807	816	721	935	942

NDS - International



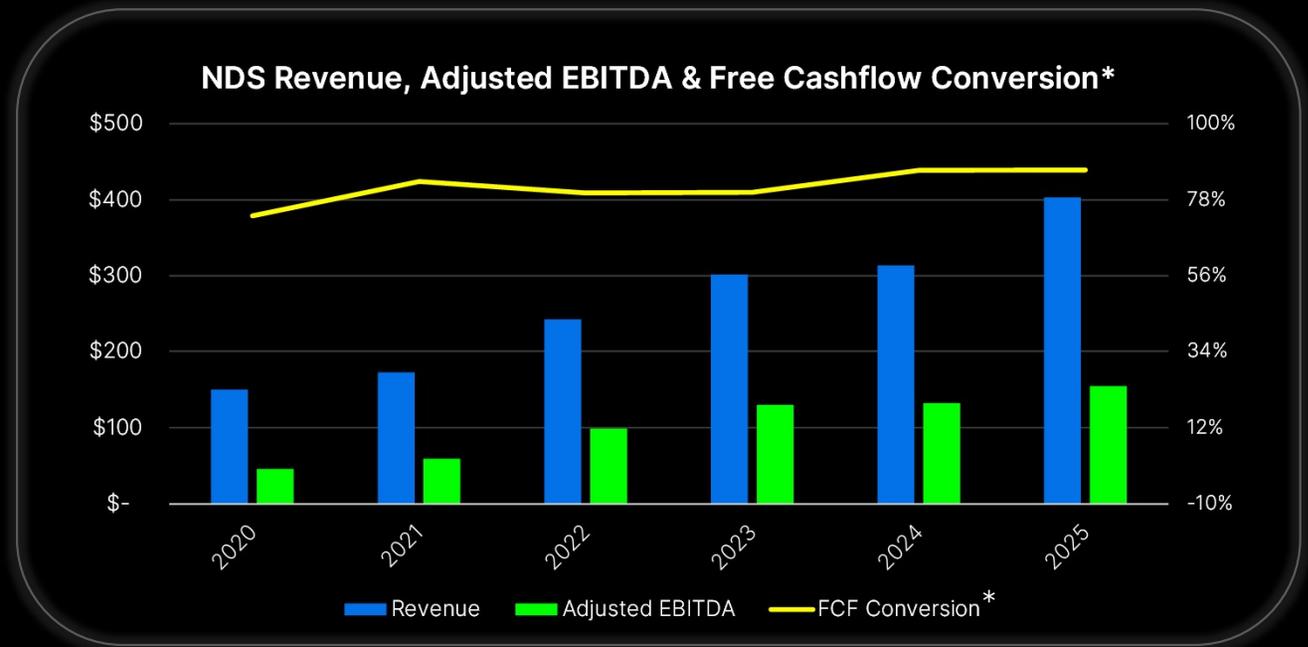
(1) Select country rig count per Baker Hughes - countries in which NDS currently operates or has operations forecasted
 Note: On 8/3/25 Baker Hughes updated it's worldwide rig count to reflect more than 230 rigs operating in Saudi Arabia

3 Improving Outlook For Our Technology & Innovation

NDS Margin Gains Fueled by Increasing Penetration and Improving Service-line Mix

Free Cashflow Conversion* of
87%
 2025

NOTE: All values on this slide have been adjusted to exclude Quail Tools



* Adjusted EBITDA less capex of divided by adjusted EBITDA

3 Improving Outlook For Our Technology & Innovation

PACE-X Ultra™: The Next-Generation, High-Spec Rig

	PACE® -X
Mast Rating	800,000 lbs.
Racking Capacity	25,000 ft
Canrig Top Drive	500 Ton AC 51,400 ft/lbs.
Engines/Generators	4 x CAT 3512C
Mud Pumps	3 x 1,600 HP 7,500 PSI Mud Pressure

PACE-X Ultra™

1,000,000 lbs.
35,000 ft of 5-7/8" drill pipe
C500 High-Torque or Sigma 65,000+ ft/lbs.
6 x CAT 3512C with Smart EMS and DGB2
3 x 2,000 HP 10,000 PSI Mud Pressure

“ The integration of this **leading-edge technology** represents the **highest standard of power and performance** in the industry and, just as importantly, demonstrates our continued commitment to safe and sustainable operations while improving drilling cycle time. ”

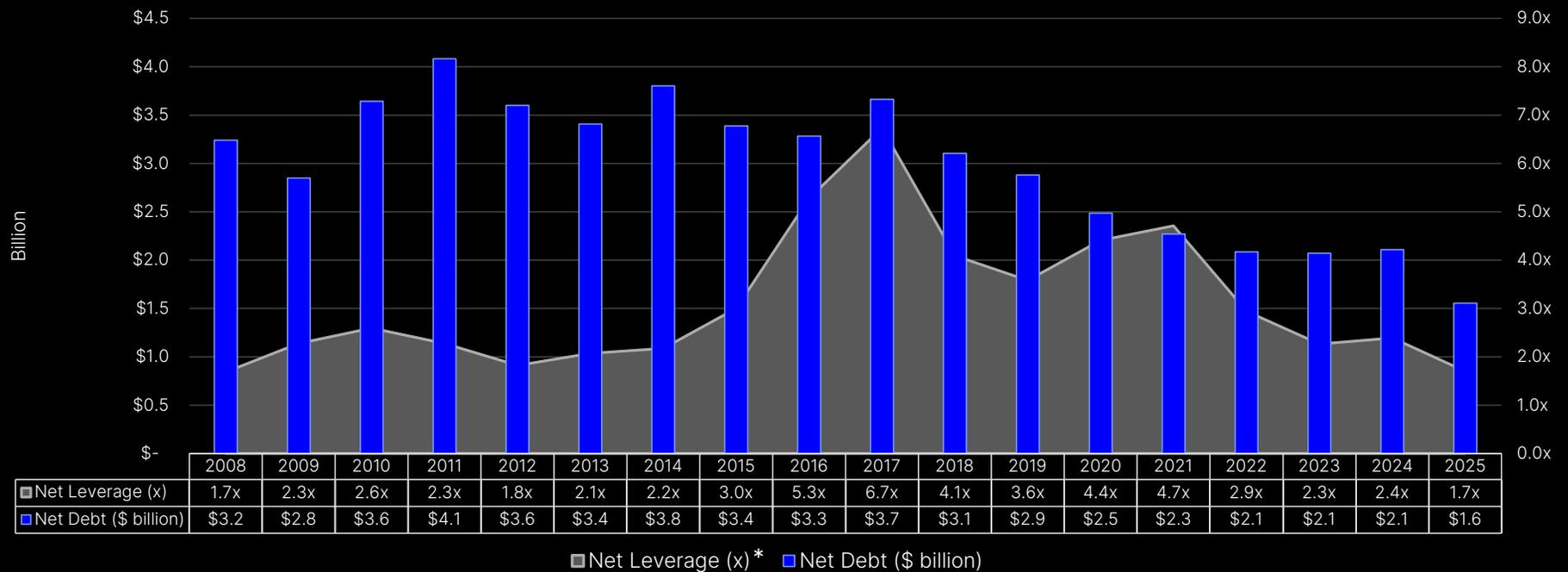
— Eric Kolstad, EVP of Wells of Caturus Energy



4 Progress on Our Commitment to De-lever

Significant Headway toward Financial Goals

Net Debt and Net Leverage



* Net Leverage is year end net debt divided by TTM Adjusted EBITDA

4 Focused on our Commitment to De-lever

Executing on Leverage Optimization

A series of transactions delivered \$554M reduction in net debt and extended the maturity runway to 2029

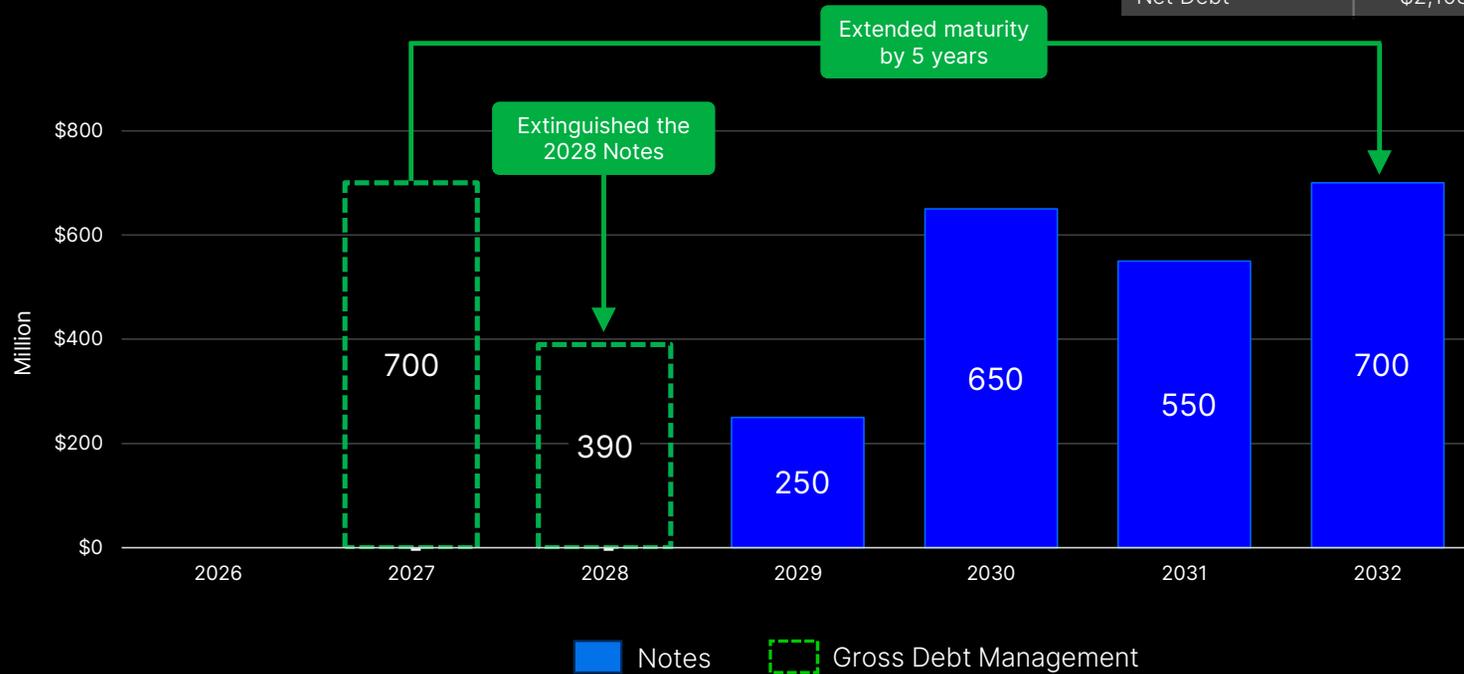
- ✓ At closing in 1Q 2025, Parker had \$178M gross debt and \$85M in cash
- ✓ Post-close, transitioned higher-cost Parker debt to Nabors' revolving credit facility
- ✓ In 3Q 2025, sold Quail Tools (acquired with Parker) for \$625M; collected cash of \$375M and seller-financing note of \$250M
- ✓ Additional liquidity enabled repayment of \$178M outstanding borrowings on the RCF, redeemed the notes due in 2027 and 2028, and issued new notes with a maturity in 2032

4 Focused on our Commitment to De-lever

Actively Managing Maturity Profile Since YE 2024

After redemption of 2028 notes announced in 1Q 2026:

(\$ millions)	As of 12/31/24	As of 12/31/25	1Q PF*
Gross Debt	\$2,505	\$2,495	\$2,116
Cash**	\$397	\$941	\$548
Net Debt	\$2,108	\$1,554	\$1,568

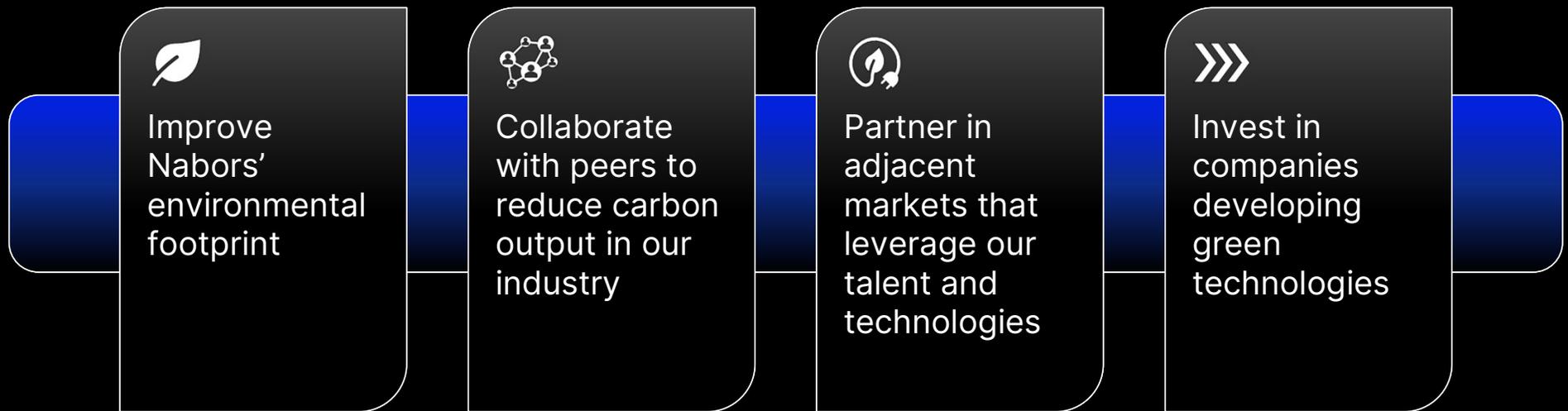


* 1Q PF is amounts as of 12/31/25 adjusted for redemption of the 2028 notes completed on 1/15/26

** Cash includes short-term investments

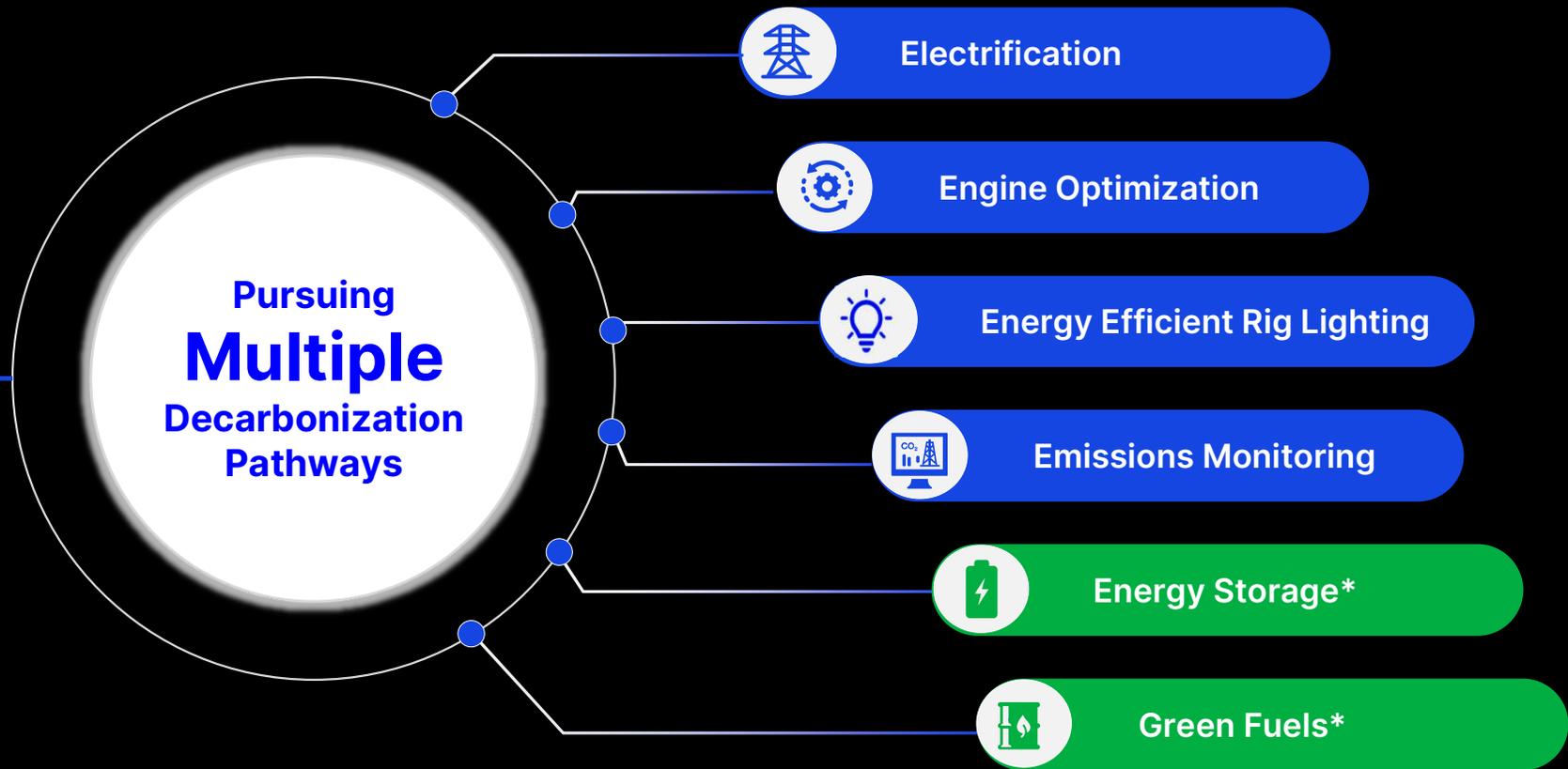
5 Leading in Sustainability and the Energy Transition

Our Energy Transition and Sustainability Strategy



5 Leading in Sustainability and the Energy Transition

Nabors Initiatives to Lower Emissions





Appendix



Reconciliation of Non-GAAP Financial Measures to Net Income (Loss)

Adjusted EBITDA represents net income (loss) before, income taxes, investment income (loss), interest expense, gain on disposition of Quail Tools, gain on bargain purchase, other, net and depreciation and amortization. Adjusted EBITDA is a non-GAAP financial measure and should not be used in isolation or as a substitute for the amounts reported in accordance with GAAP. In addition, adjusted EBITDA excludes certain cash expenses that the Company is obligated to make. However, management evaluates the performance of its operating segments and the consolidated Company based on several criteria, including adjusted EBITDA and adjusted operating income (loss), because it believes that these financial measures accurately reflect the Company's ongoing profitability and performance. Securities analysts and investors use this measure as one of the metrics on which they analyze the Company's performance. Other companies in this industry may compute these measures differently. A reconciliation of this non-GAAP measure to net income (loss), which is the most closely comparable GAAP measure, is provided in the table below.

(In thousands)	Three Months Ended		
	December 31 2024	September 30 2025	December 31 2025
Net income (loss)	\$ (32,869)	\$ 302,466	\$ 16,993
Income tax expense (benefit)	<u>15,231</u>	<u>117,571</u>	<u>7,440</u>
Income (loss) before income taxes	(17,638)	420,037	24,433
Investment (income) loss	(8,828)	(7,323)	(7,600)
Interest Expense	53,642	54,334	50,625
Gain on disposition of Quail Tools	-	(415,557)	1,595
Gain on bargain purchase	-	-	2,846
Other, net	<u>37,021</u>	<u>24,470</u>	<u>(9,532)</u>
Adjusted Operating Income (loss)	<u>64,197</u>	<u>75,961</u>	<u>62,367</u>
Depreciation and Amortization	<u>156,348</u>	<u>160,347</u>	<u>159,188</u>
Adjusted EBITDA	<u>\$ 220,545</u>	<u>\$ 236,308</u>	<u>\$ 221,555</u>

Reconciliation of U.S. Drilling Segment Adjusted Gross Margin to U.S. Drilling Segment Adjusted Operating Income

Adjusted gross margin by segment represents adjusted operating income (loss) plus general and administrative costs, research and engineering costs and depreciation and amortization.

(In thousands)	Three Months Ended		
	December 31, 2024	September 30, 2025	December 31, 2025
Lower 48 - U.S. - Drilling			
Adjusted operating income	\$ 27,354	\$ 13,689	\$ 13,015
Plus: General and administrative costs	5,156	4,745	4,874
Plus: Research and engineering	1,002	1,121	1,199
GAAP Gross Margin	33,512	19,555	19,088
Plus: Depreciation and amortization	57,019	52,120	54,123
Adjusted gross margin	\$ 90,531	\$ 71,675	\$ 73,211
Other - U.S. - Drilling			
Adjusted operating income	\$ 11,619	\$ 17,740	\$ 15,541
Plus: General and administrative costs	305	568	416
Plus: Research and engineering	72	85	90
GAAP Gross Margin	11,996	18,393	16,047
Plus: Depreciation and amortization	9,765	10,612	10,534
Adjusted gross margin	\$ 21,761	\$ 29,005	\$ 26,581
U.S. - Drilling			
Adjusted operating income	\$ 38,973	\$ 31,429	\$ 28,556
Plus: General and administrative costs	5,461	5,313	5,290
Plus: Research and engineering	1,074	1,206	1,289
GAAP Gross Margin	45,508	37,948	35,135
Plus: Depreciation and amortization	66,784	62,732	64,657
Adjusted gross margin	\$ 112,292	\$ 100,680	\$ 99,792

Reconciliation of Net Debt to Total Debt

Net debt is computed by subtracting the sum of cash, cash equivalents and short-term investments from total debt. This non-GAAP measure has limitations and therefore should not be used in isolation or as a substitute for the amounts reported in accordance with GAAP. However, management evaluates the performance of its operating segments and the consolidated Company based on several criteria, including net debt, because it believes that this financial measure accurately measures the Company's liquidity. In addition, securities analysts and investors use this measure as one of the metrics on which they analyze the company's performance. Other companies in this industry may compute this measure differently. A reconciliation of net debt to total debt, which is the nearest comparable GAAP financial measure, is provided in the table below.

(In thousands)	December 31, 2024	September 30, 2025	December 31, 2025
Current Debt	\$ -	\$ -	\$ 377,492
Long-Term Debt	<u>2,505,217</u>	<u>2,347,984</u>	<u>2,117,187</u>
Total Debt	2,505,217	2,347,984	2,494,679
Cash & Short-term Investments	<u>397,299</u>	<u>428,079</u>	<u>940,738</u>
Net Debt	<u><u>2,107,918</u></u>	<u><u>1,919,905</u></u>	<u><u>1,553,941</u></u>

Reconciliation of Adjusted EBITDA by Segment to Adjusted Operating Income (Loss) by Segment

(In thousands)

	Three Months Ended December 31, 2025					
	U.S. Drilling	International Drilling	Drilling Solutions	Rig Technologies	Other reconciling items	Total
Adjusted operating income (loss)	\$ 28,556	\$ 49,638	\$ 34,022	\$ 1,341	\$ (51,190)	\$ 62,367
Depreciation and amortization	64,657	81,624	7,280	3,605	2,022	159,188
Adjusted EBITDA	\$ 93,213	\$ 131,262	\$ 41,302	\$ 4,946	\$ (49,168)	\$ 221,555

	Three Months Ended September 30, 2025					
	U.S. Drilling	International Drilling	Drilling Solutions	Rig Technologies	Other reconciling items	Total
Adjusted operating income (loss)	\$ 31,429	\$ 45,476	\$ 49,982	\$ 877	\$ (51,803)	\$ 75,961
Depreciation and amortization	62,732	82,075	10,684	2,893	1,963	160,347
Adjusted EBITDA	\$ 94,161	\$ 127,551	\$ 60,666	\$ 3,770	\$ (49,840)	\$ 236,308

(In thousands)

	Three Months Ended December 31, 2024					
	U.S. Drilling	International Drilling	Drilling Solutions	Rig Technologies	Other reconciling items	Total
Adjusted operating income (loss)	\$ 38,973	\$ 29,528	\$ 28,944	\$ 8,413	\$ (41,661)	\$ 64,197
Depreciation and amortization	66,784	82,434	4,865	795	1,470	156,348
Adjusted EBITDA	\$ 105,757	\$ 111,962	\$ 33,809	\$ 9,208	\$ (40,191)	\$ 220,545

Reconciliation of Drilling Solutions Revenue by Geography

(In thousands)	Sep. 30, 2024	Dec. 31, 2024	Mar. 31, 2025	Jun. 30, 2025	Sep. 30, 2025	Dec. 31, 2025
Drilling Solutions - U.S.	\$ 44,631	\$ 41,640	\$ 52,832	\$ 103,193	\$ 76,361	\$ 41,140
Drilling Solutions - International	34,913	34,352	40,347	67,090	65,581	66,739
Total Drilling Solutions - operating revenues	\$ 79,544	\$ 75,992	\$ 93,179	\$ 170,283	\$ 141,942	\$ 107,879
Drilling Solutions - U.S.	\$ 44,631	\$ 41,640	\$ 52,832	\$ 103,193	\$ 76,361	\$ 41,140
Quail Tools	-	-	(13,429)	(62,582)	(34,198)	-
Total Drilling Solutions - operating revenues excluding Quail Tools	\$ 44,631	\$ 41,640	\$ 39,403	\$ 40,611	\$ 42,163	\$ 41,140

Reconciliation of Adjusted Free Cash Flow to Net Cash Provided by Operating Activities

Adjusted free cash flow represents net cash provided by operating activities less cash used for capital expenditures, net of proceeds from sales of assets, and before cash paid for acquisition related costs. Management believes that adjusted free cash flow is an important liquidity measure for the company and that it is useful to investors and management as a measure of the company's ability to generate cash flow, after reinvesting in the company for future growth, that could be available for paying down debt or other financing cash flows, such as dividends to shareholders. Adjusted free cash flow does not represent the residual cash flow available for discretionary expenditures. Adjusted free cash flow is a non-GAAP financial measure that should be considered in addition to, not as a substitute for or superior to, cash flow from operations reported in accordance with GAAP.

(In thousands)	Three Months Ended	
	September 30 2025	December 31 2025
Net cash provided by operating activities	\$ 207,880	\$ 245,841
Add: Capital expenditures, net of proceeds from sales of assets	(202,267)	(114,043)
Adjusted free cash flow	\$ 5,613	\$ 131,798

NABORS INDUSTRIES LTD.

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