



Select Energy Services, Inc.

Barclays CEO Energy-Power Conference | September 2022

Cautionary Statement Regarding Forward Looking Statements

This presentation, including the oral statements made in connection herewith, contains certain statements and information that may constitute “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements, other than statements of historical fact, regarding Select Energy Services, Inc.’s (“Select” or the “Company”) strategy, future operations, financial position, estimated revenues and losses, projected costs, prospects, plans and objectives of Select’s management are forward-looking statements. When used in this presentation, the words “could,” “believe,” “anticipate,” “intend,” “estimate,” “expect,” “project,” “preliminary,” “forecast,” and similar expressions or variations are intended to identify forward-looking statements, although not all forward-looking statements contain such identifying words. These forward-looking statements are based on current expectations and assumptions of Select’s management about future events and are based on currently available information as to the outcome and timing of future events. Although we believe that the expectations reflected, and the assumptions or bases underlying our forward-looking statements are reasonable, we can give no assurance that such expectations will prove to be correct. Such statements are not guarantees of future performance or events and are subject to known and unknown risks and uncertainties that could cause our actual results, events or financial positions to differ materially from those included within or implied by such forward-looking statements. Accordingly, investors should not place undue reliance on forward-looking statements as a prediction of actual results. Each forward-looking statement in this presentation speaks only as of the date of this presentation. Except as required by applicable law, Select disclaims any intention or obligation to revise or update any forward-looking statements contained in this presentation.

Factors that could cause our actual results to differ materially from the results contemplated by such forward-looking statements include, but are not limited to the factors discussed or referenced in the “Risk Factors” section of our Annual Report on Form 10-K (our “Form 10-K”) filed with the U.S. Securities and Exchange Commission (the “SEC”) on February 23, 2022. The information contained in this presentation has not been independently verified other than by the Company and no representation or warranty, express or implied, is made as to the fairness, accuracy, completeness or correctness of the information contained herein and no reliance should be placed on it.

Industry and Market Data

This presentation has been prepared by Select and includes market data and other statistical information from third-party sources, including independent industry publications, government publications or other published independent sources. Although Select believes these third-party sources are reliable as of their respective dates, the Company has not independently verified the accuracy or completeness of this information. Some data is also based on the Company’s good faith estimates, which are derived from its review of internal sources and the third-party sources described above.

Additional Information and Where to Find It

For additional information regarding Select, please see our Form 10-K, Quarterly Reports on Form 10-Q and any recent Current Reports on Form 8-K, which are available at no charge at the SEC’s website, <http://www.sec.gov>. In addition, documents will also be available for free from the Company by contacting the Company at 1233 W Loop S, Suite 1400, Houston, TX 77027 or (713) 235-9500.

Non-GAAP Financial Measures

EBITDA, Adjusted EBITDA, gross profit before depreciation and amortization (D&A) and gross margin before D&A are not financial measures presented in accordance with GAAP. We define EBITDA as net income, plus interest expense, taxes and depreciation & amortization. We define Adjusted EBITDA as EBITDA plus/(minus) loss/(income) from discontinued operations, plus any impairment charges or asset write-offs pursuant to GAAP, plus/(minus) non-cash losses/(gains) on the sale of assets or subsidiaries, non-recurring compensation expense, non-cash compensation expense, and non-recurring or unusual expenses or charges, including severance expenses, transaction costs, or facilities-related exit and disposal-related expenditures, plus/(minus) foreign currency losses/(gains) and plus any inventory write-downs. We define gross profit before D&A as revenue less cost of revenue, excluding cost of sales D&A expense. We define gross margin before D&A as gross profit before D&A divided by revenue. EBITDA, Adjusted EBITDA, gross profit before D&A and gross margin before D&A are supplemental non-GAAP financial measures that we believe provide useful information to external users of our financial statements, such as industry analysts, investors, lenders and rating agencies because it allows them to compare our operating performance on a consistent basis across periods by removing the effects of our capital structure (such as varying levels of interest expense), asset base (such as depreciation and amortization) and non-recurring items outside the control of our management team. We present EBITDA, Adjusted EBITDA, gross profit before D&A and gross margin before D&A because we believe they provide useful information regarding the factors and trends affecting our business in addition to measures calculated under GAAP.

Net income is the GAAP measure most directly comparable to EBITDA and Adjusted EBITDA. Gross profit is the GAAP measure most directly comparable to gross profit before D&A. Our non-GAAP financial measures should not be considered as alternatives to the most directly comparable GAAP financial measure. Each of these non-GAAP financial measures has important limitations as an analytical tool due to exclusion of some but not all items that affect the most directly comparable GAAP financial measures. You should not consider EBITDA, Adjusted EBITDA or gross profit before D&A in isolation or as substitutes for an analysis of our results as reported under GAAP. Because EBITDA, Adjusted EBITDA and gross profit before D&A may be defined differently by other companies in our industry, our definitions of these non-GAAP financial measures may not be comparable to similarly titled measures of other companies, thereby diminishing their utility. For further discussion, please see “Item 7. Selected Financial Data” in our Annual Report on Form 10-K for the year ended December 31, 2021.



Company Overview

Key Summary Highlights

1

Water Solutions Market Leader

- Trusted market leader in sustainable water and chemical solutions through scale, operational excellence, innovation and technical achievements

2

Deliver Free Cash Flow

- Anticipated EBITDA generation will provide significant FCF generating capabilities driven by differentiated asset-light business model

3

Disciplined Approach to Growth

- Focused on achieving strong returns through cycles, executing strategic M&A, and diversifying growth into industrial markets while maintaining a low leverage profile

4

Strong Balance Sheet

- Strong balance sheet with net cash position enables operational and strategic optionality, including growing shareholder returns

5

Strong Safety & Sustainability Focus

- Critical focus on safety, water stewardship and emissions reduction aligned with management compensation and first-of-its-kind sustainability-linked credit facility

Segment Overviews

Water
Services

- + Comprehensive water services including water transfer, flowback and well testing, water storage and containment, fluids hauling, water monitoring and automation and other on-site rental and support equipment

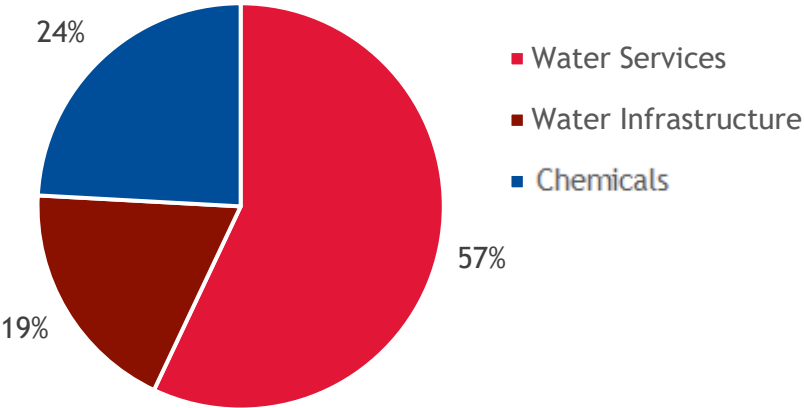
Water
Infrastructure

- + Infrastructure assets and operations associated with water sourcing and distribution pipelines, produced water gathering, water treatment & recycling systems, storage reservoirs and salt water disposal wells

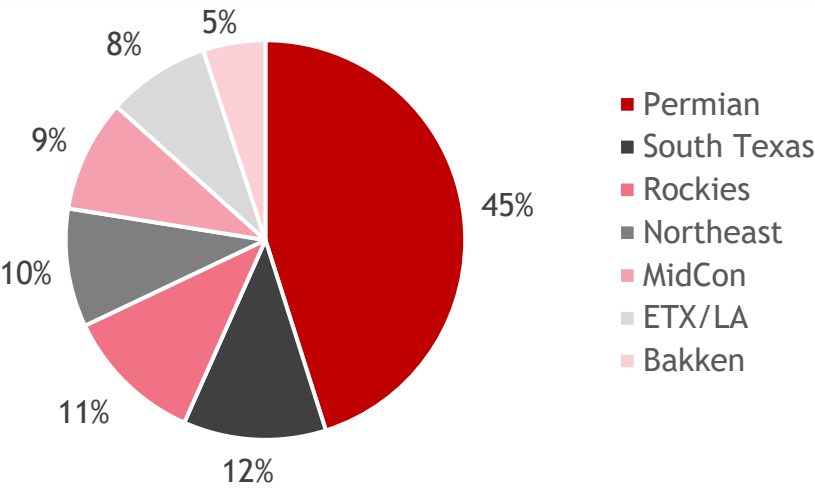
Chemicals

- + Develop and manufacture full suite of proprietary completion chemicals
- + In-basin manufacturing facilities and distribution centers to support complete frac fluid systems
- + Advanced water treatment solutions and flow assurance

1H 2022 Revenue by Segment¹



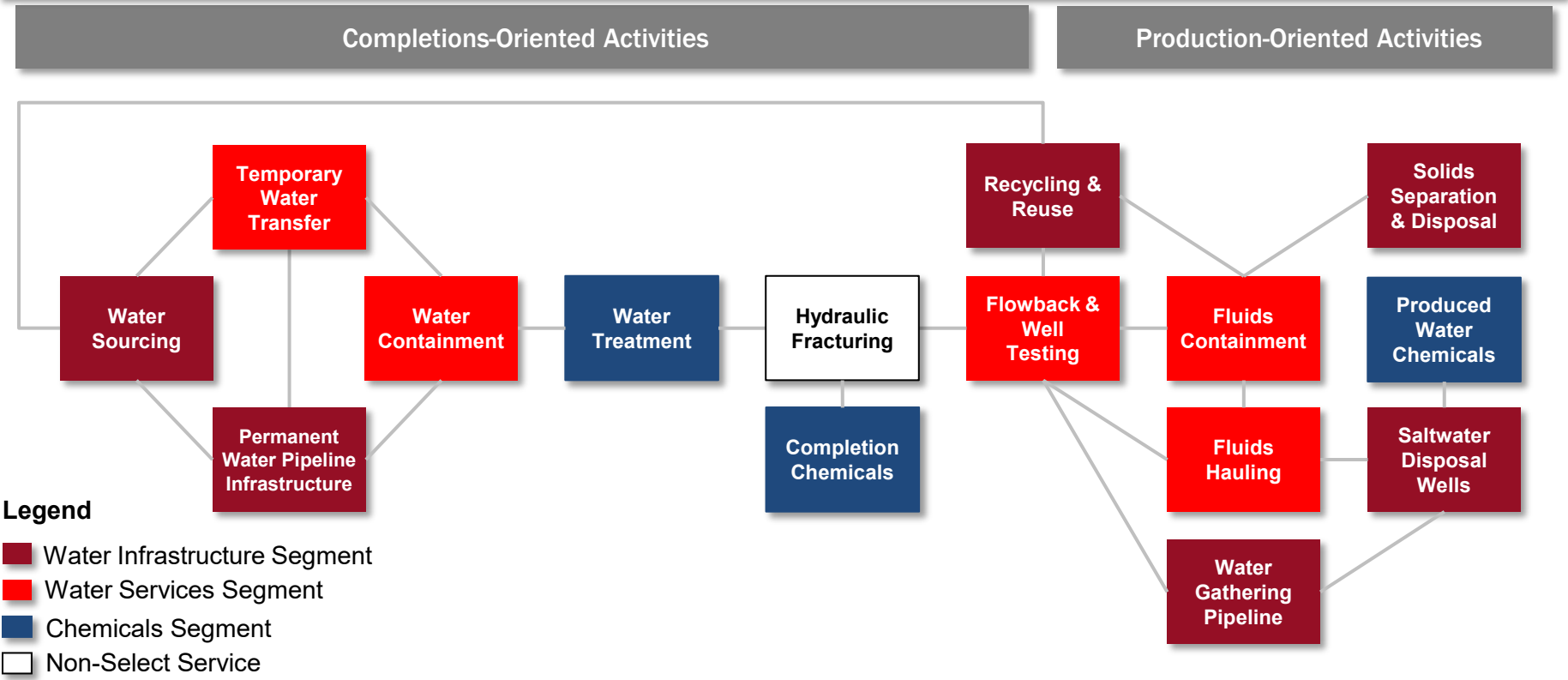
1H 2022 Revenue by Geography¹



1. Based on results for the quarter ended June 30, 2022, as reported

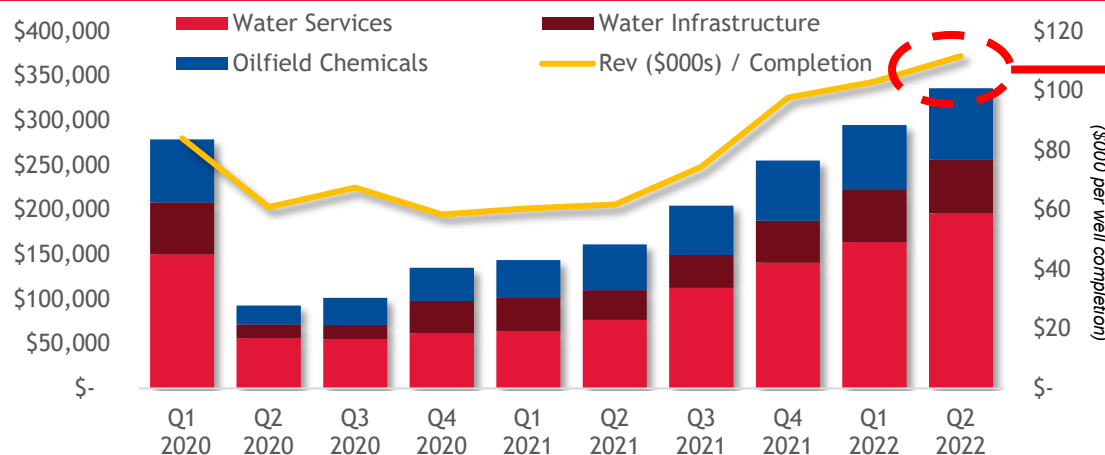
Market Leading Sustainable Water & Chemical Solutions

- Select is the only company in the industry with integrated full life cycle water & chemical solutions
 - Select has a leading market share position across most of its service capabilities



Recent Growth in Financial Performance

Quarterly Revenue^{1,2}

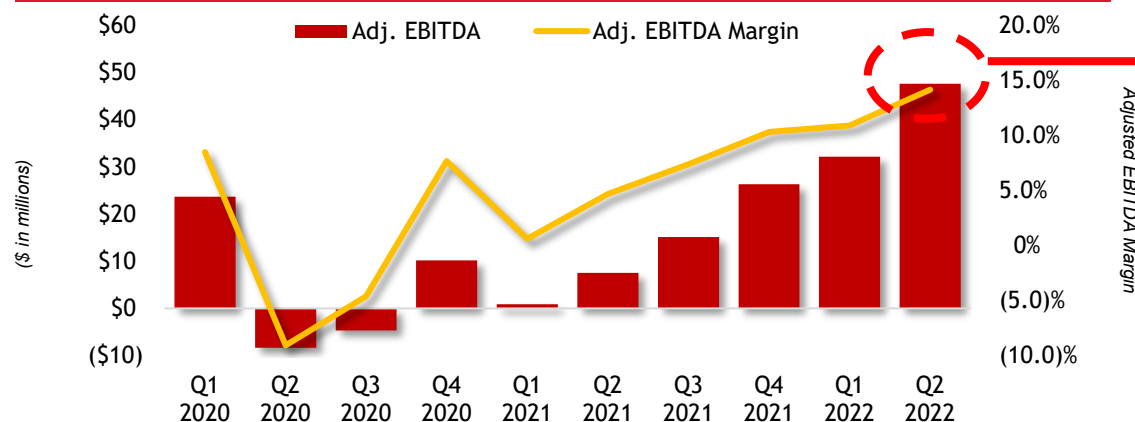


Recent Financial Performance Commentary^{1,2,3}

Market Share Gains

- + Select's revenue/completion increased 33% from 1Q20 to 2Q22, despite well completions being down ~9% over this period⁽²⁾
- + Q2 2022 represented all-time record high revenue for Chemicals segment and highest revenue for Water Services & Water Infrastructure since Q3 2019

Quarterly Adjusted EBITDA^{1,3}



Synergistic Acquisitions

- + While pricing remains below pre-downturn levels, 2Q22 Adj. EBITDA and Adj. EBITDA margins exceeded 1Q20 levels due to substantial reductions and acquisition synergies
- + Significant Revenue and Adj. EBITDA growth is expected in 2022 driven by M&A activity, anticipated cost synergies and positive macro tailwinds

1. Revenue and Adjusted EBITDA are based on as reported financials; historical periods are not pro forma adjusted for any recent acquisitions

2. Well completions based on data from 3Q22 Shale Intelligence Activity Metrics report from Rystad Energy

3. See Disclaimer on page 2 for important disclosures regarding non-GAAP financial measures and the Appendix for a reconciliation of non-GAAP measures to their most closely comparable financial measures calculated in accordance with U.S. GAAP

Over the last four quarters, Select executed on a number of strategic M&A transactions, adding nearly \$300 million of annualized run-rate revenue to reinforce the base business while adding a sizable pipeline and disposal infrastructure footprint across the U.S., with meaningful opportunity for future gathering and recycling infrastructure development



- Market leading position in the Rockies
- Expanded fleet of flowback and water services, strengthening our position in the Permian, Northeast and Midcon
- Added 300,000 bpd of disposal capacity across TX & OK

- Expanded midstream infrastructure and sourcing footprint
- Added 550,000 bpd of disposal capacity across TX, OK, NM & ND
- Reinforced fluid logistics services capabilities in TX

- Positions Select as market leader in onshore O&G accommodations and rentals
- Expanded asset and geographic footprint of our accommodations and rentals services business

- Market leading services and infrastructure positions in the Bakken, Northeast & Haynesville
- Added 300,000 bpd of disposal capacity in the Bakken, Haynesville and Northeast
- Increased midstream capacity with a 60-mile underground twin pipeline in the Haynesville Shale

\$34.7 million
Closed 3Q21

\$21.1 million
Closed 4Q21

\$9.7 million
Closed 4Q21

\$54.6 million
Closed 1Q22

Select believes that returning capital to shareholders out of positive and growing earnings and free cash flow is an important part of our overall capital allocation strategy

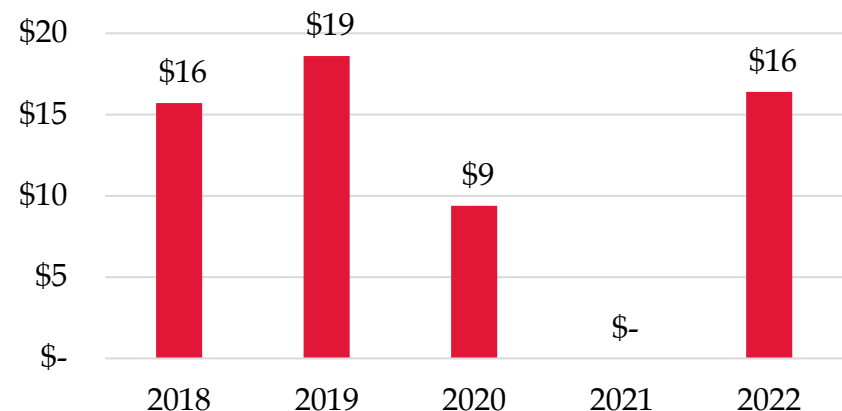
Base Dividend Initiation

- + During September 2022, Select announced a commitment to a formal dividend program
 - + \$0.05 per share/unit per quarter upon initiation (or an annualized \$0.20 per share/unit per year)
 - + Expect to declare first dividend payment following the completion of the 3rd quarter of 2022
- + With improving earnings and growing cash flows, and supported by increased contracted and production-based revenue streams, Select believes that a quarterly base dividend is an appropriate component of a shareholder return strategy

Discretionary Share Repurchase Program

- + ~\$60 million of capital to shareholders via open market share repurchases since 2018
- + Tactical and discretionary repurchases from within free cash flow
- + Buybacks were deferred during 2021 to prioritize strategic M&A execution

Annual Discretionary Share Buybacks, \$mm



Select's strong debt free balance sheet and asset light business model provide significant free cash flow generating opportunities

Net Cash & Liquidity Profile As Of 06/30/22

Cash	\$ 25.7
Bank Debt	-
Capital Leases	0.0
Total Debt	\$ 0.0
Net Cash	\$ 25.7

Liquidity:

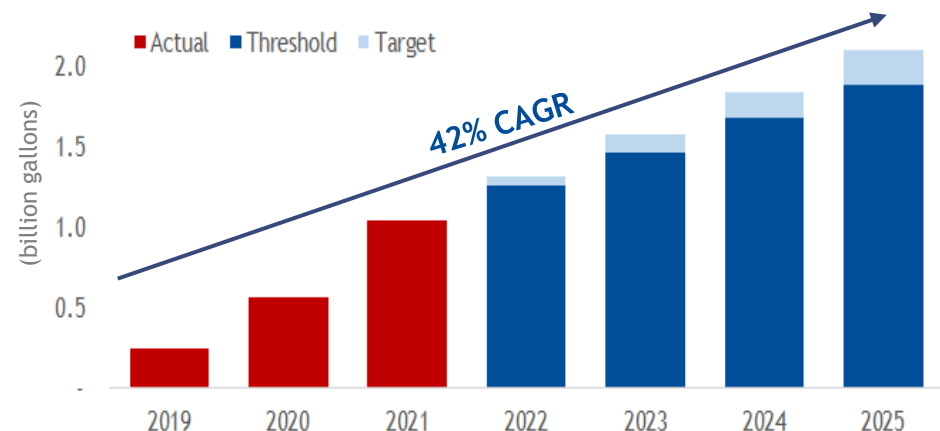
Cash	\$ 25.7
Plus: Revolver Borrowing Base ¹	220.0
Less: Outstanding Borrowings	-
Less: Outstanding Letters of Credit	(20.9)
Total Liquidity	\$ 224.8

- \$270 million total facility size as of June 30, 2022, with current borrowing base availability based on accounts receivable and inventory balances as of June 30, 2022
- Share price as of August 3, 2022. Outstanding shares includes all shares of Class A and Class B common stock as of March 31, 2022
- Represents fully diluted share count as of August 4, 2022

First-of-its-Kind Sustainability-Linked Credit Facility

- On March 17, 2022, Select successfully transitioned its existing Asset-Backed Loan facility into a Sustainability-Linked Loan facility, while extending the facility through March of 2027
- Target 1 – Recycled Produced Water (barrels)
 - Must double produced water recycling volumes by 2025 via ratable annual growth targets
- Target 2 – Total Recordable Incident Rate
 - Outperform industry average safety performance by at least 25% based on BLS averages

Fixed Facility Recycled Produced Water Volumes⁽¹⁾



Select is dedicated to supporting the entire water value chain. We are committed to accomplish that through the integration of services, infrastructure, chemistry and technology.

Near Term ESG Initiatives

- + Water Recycling
- + Enhancing Operational Safety
- + Emissions Reduction
- + Leveraging Automation & Monitoring Technology
- + Research & Development
- + Utilizing Environmentally-Conscious Chemistry

Sustainability-Linked Credit Facility

Select is reinforcing its mission of water stewardship with the recent closure of a \$270 million Sustainability-Linked Credit Facility, where the interest rate and the facility fee rates are subject to upward or downward adjustments based on Select's performance towards specified sustainability targets.

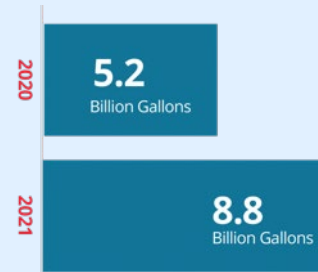


Inaugural Sustainability Report

Select recently released its 2021 Sustainability report which can be downloaded at selectenergy.com/sustainability

Key Metrics

Treated Water

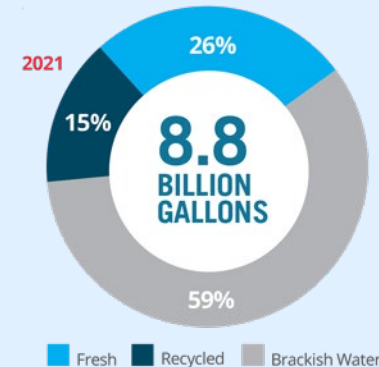
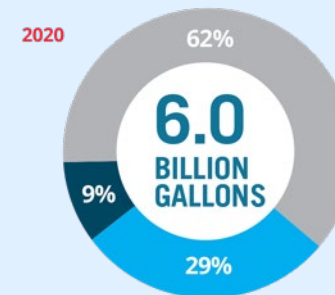


Piped Water

(distribution + gathering)



Barrels Sold



Minority Workforce

>50%

Truck Trips Eliminated

2 Million+

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Appendix

1

Blue-Chip Customer Base – TTM Top 30⁽¹⁾



Select's expertise, technology and financial strength lead to a premier, diversified customer base with no customer representing more than 8% of our revenue

1. Represents Select's top 30 Customers for the trailing twelve month period ending June 30, 2022

What is fluidmatch™?

Evaluate each well with

fluidmatch™

By designing and implementing entire water and chemical systems, we are the only company that combines visibility on each component to see how it impacts your bottom line—including:

- Water quality issues
- Pre-frac spec and delivered spec differ
- Continuous optimization of frac chemistry reduces impact of costly on-the-fly applications

Resulting in a better well and a cheaper well



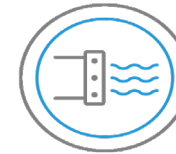
Sourcing

Identifying and evaluating water data to match the right source whether produced, blended or fresh



Treatment

Comprehensive on-the-fly treatment and disinfection aligned with pre and post frac KPIs



Delivery

Leveraging an established network of automated water logistics that can evaluate and adapt in real-time

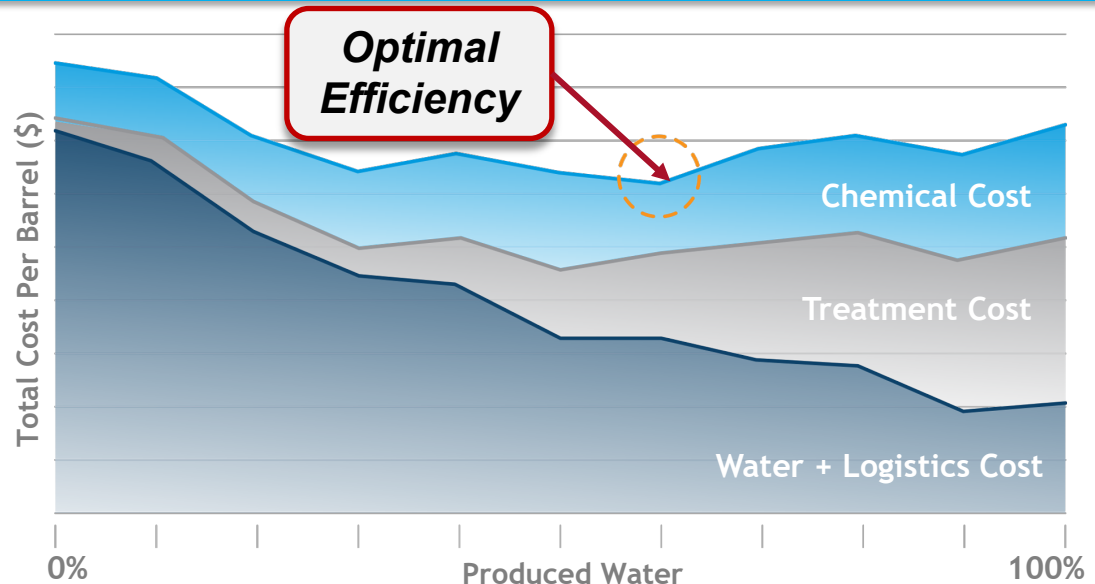


Chemistry

Developing, testing and manufacturing chemical solutions to match water chemistry on a per-project basis

Keeping Costs in Check

Without a clear picture of each segment, you run the risk of over-treating, overdosing chemistry, and overpaying for your well.

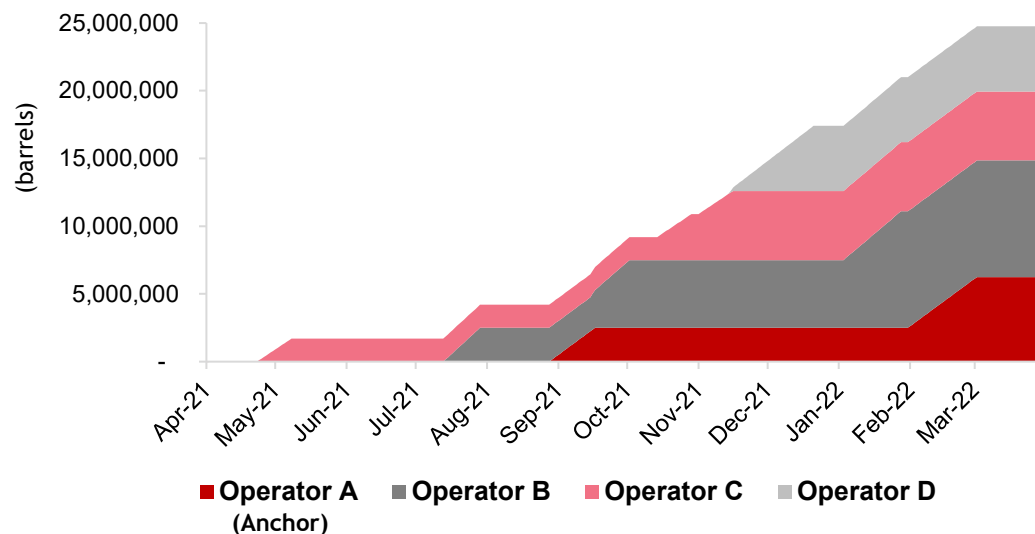


Case Study: Permian Produced Water Recycling Facility



- + Recently commenced operations on state-of-the-art operator-owned produced water recycling facility in Martin County, TX in the core of the Midland Basin
- + Select connected existing infrastructure from adjacent operators to increase facility utilization and recycled water volumes
- + Facility eliminated need in 2021 for disposal and prevented need to build a new disposal facility in development area, which has seismicity and formation pressure issues
- + Facility projected to provide 75% of total frac water demand in the area and eliminate the need for 20mm bbls of disposal over the next 12 months

Cumulative Completion Water Demand



Project Economics

\$6 million investment
5 year take-or-pay contract
~3 year payback on anchor contract

Select's suite of WaterONE™ automated equipment and AquaView® monitoring & measurement solutions provide real-time and reliable data and control that ensures best-in-class environmental management that's customizable, powered by SCADA and accessible from phone, tablet, or laptop

Pond/Impoundment Mapping & Monitoring

Monitor levels & volumes from Select's mapping via boat & drone survey

Water Quality KPI Matching & Automated Blending

Temperature, Conductivity, TDS, and more

Leak Detection

Automatic notification

Flow Meters

Follow water through the entire process

VFD Water Well Control

Remotely and automatically control a well

Reporting

Automatic, customizable daily reports

Local Command Center

24 / 7 Monitoring & Support

AquaView® provides the ability to have a 100% water audit in real-time

AquaView®
Real data in real time.



Fleet Management of  **WATERONE™** Automated Equipment



Automated Pumps



Automated Proportioning Systems



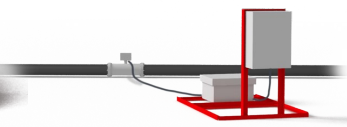
Meter Trailers



Automated Manifolds



Automated Tank Monitoring



VFD Automation Equipment

Case Study: Methane & Waste Gas Management

- + Select has an exclusive contractual relationship with Emission Rx for high efficiency waste gas combustors (emission control devices) used in the management of methane emissions
- + Emission Rx enclosed combustor design highlights include:
 - 99.99% combustion efficiency
 - High level of operator safety
 - Portable and easily maintained
 - Solar-powered ignition capabilities
- + Waste gas is not economic to conserve, and it has historically been dealt with in two ways:

Old Methods

Venting

- + Regulatory Limits
- + Significant GHG Emissions
- + Environmental degradation
- + Major health risks
- + Safety Concerns



Flaring

- + Incomplete combustion
- + Unburned hydrocarbons
- + Difficult to burn rich gas
- + Visible flame
- + Black smoke and carbon



New Method - EmissionRx

Enclosed Combustion

- + Enclosed combustion chamber
- + Measurable efficiency
- + Effective combustion of rich gas
- + No exposed flame



+ On February 23, 2022 closed on the acquisition of Nuverra Environmental Services, Inc. (NYSE American: NES) (“Nuverra”)



- Total consideration of ~\$55 million, consisting of 4.2 million Class A shares and the assumption and repayment of approximately \$19 million of debt
- Nuverra provides environmental solutions, including the removal, treatment, recycling, transportation and disposal of restricted solids, fluids and hydrocarbons for E&P companies with operations across the United States, including in the Bakken, Haynesville, Marcellus and Utica Shales
- 300,000+ barrels per day of permitted disposal capacity in Bakken, Haynesville & Northeast regions
- Current annualized run-rate contribution of approximately \$100 million of revenue
- Significant opportunity for cost synergies provides meaningfully accretive financial benefits

+ On December 3, 2021 closed on the acquisition of the U.S. onshore assets of HB Rentals, L.C., the rentals and accommodations subsidiary of Superior Energy Services, Inc.



- Total consideration of ~\$9.7 million, consisting of \$2.6 million in cash and 1.2 million Class A shares
- Rentals and accommodations services with operations across the United States, including the Permian, Mid-Continent, DJ and Powder River Basins and the Haynesville, Marcellus and Utica Shales
- Operating the HB assets within the Peak business within the Water Services segment

+ On October 1, 2021 closed on the acquisition of substantially all of the assets of Agua Libre Midstream, LLC and other water-related assets, operations and assumed liabilities (together "Agua Libre") from Basic Energy Services, Inc. ("Basic")



- Total consideration of ~\$21.1 million, made up of \$16.4 million in cash and 0.9 million Class A shares
- Agua Libre is a leading provider of water midstream, logistics and production services to the oil and gas industry, including operations in the Permian and Mid-Continent Basins and the Bakken, Eagle Ford, and Haynesville Shales
- Anticipate current annualized run-rate contribution of \$70-80 million of revenue and \$6-8 million of EBITDA
- Nearly 100% of revenue weighted to production-related services & infrastructure
- Approximately 50% of current production volumes delivered via pipelines, supported by a number of long-term contracts
- Adds more than 550,000 barrels per day of disposal capacity across Texas, Oklahoma, New Mexico & North Dakota

+ On July 9, 2021 closed on the acquisition of Complete Energy Services, Inc., the water solutions subsidiary of Superior Energy Services, Inc.



- Total consideration of ~\$34.7 million, consisting of \$14.4 million in cash and 3.6 million Class A shares
- 2H21 annualized run-rate of \$100+ million of revenue and \$10 – 12 million of EBITDA
- ~60% of revenue weighted to production-related activities
- Produced water gathering and disposal, fluids handling, water transfer, flowback and well testing, water heating and containment
- Operations across the United States, including the Permian, Mid-Continent, DJ and Powder River Basins and the Marcellus and Utica Shales
- Adds more than 300,000 barrels per day of disposal capacity across Texas and Oklahoma

Non-GAAP Reconciliations



	2020					2021					2022	
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2
Net Income / (Loss)	\$(291,219)	\$ (53,047)	\$ (36,259)	\$ (21,208)	\$(401,732)	\$ (27,421)	\$ (19,616)	\$ (14,204)	\$ 11,155	\$ (50,086)	\$ 7,985	\$ 14,581
Interest Expense	331	513	789	503	2,136	435	400	419	457	1,711	720	494
Depreciation and Amortization	26,867	26,343	24,562	23,901	101,672	22,299	21,641	23,467	25,051	92,458	27,067	29,780
Tax (Benefit)/Expense	(164)	(130)	(201)	(981)	(1,476)	(263)	84	(32)	358	147	214	182
EBITDA	(264,186)	(26,321)	(11,109)	2,215	(299,400)	(4,951)	2,510	9,650	37,020	44,229	35,986	45,037
Non-cash Compensation Expenses	574	1,242	2,242	1,707	5,765	1,422	2,522	2,302	3,223	9,469	3,275	3,944
Nonrecurring Severance Expenses	3,502	3,665	-	-	7,168	3,225	-	-	-	3,225	-	-
Non-cash Loss on Sale of Subsidiaries & Other Asset	1,627	3,875	1,400	2,866	9,767	697	2,151	189	1,561	4,596	520	1,013
Nonrecurring Transaction Costs	12	2,611	127	1,689	4,439	412	149	2,709	2,385	5,656	3,617	2,879
Lease Abandonment Costs	953	868	672	1,858	4,350	104	222	154	414	894	91	161
Impairment of Goodwill and Trademark	276,016	-	-	-	276,016	-	-	-	-	-	-	-
Impairment of Property & Equipment	3,184	4,726	-	-	7,910	-	-	-	-	-	-	-
Impairment of Investment	-	-	-	-	-	-	-	-	-	-	-	-
Bargain Purchase Gain	-	-	-	-	-	-	-	-	(18,985)	(18,985)	(11,434)	(5,607)
Other Nonrecurring Charges	1,950	1,011	2,022	(53)	4,930	-	-	-	608	608	-	-
Equity in losses of unconsolidated entities	-	-	-	-	-	-	-	129	150	279	129	228
Foreign Currency (Gains)/Losses	46	(26)	(13)	(45)	(39)	(3)	(3)	6	(1)	(2)	(3)	6
Adjusted EBITDA	\$ 23,678	\$ (8,349)	\$ (4,659)	\$ 10,237	\$ 20,907	\$ 906	\$ 7,550	\$ 15,138	\$ 26,376	\$ 49,969	\$ 32,181	\$ 47,661

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