

RANGER ENERGY SERVICES, INC.
CORPORATE GOVERNANCE GUIDELINES
(Adopted as of July 22, 2026)

The following Corporate Governance Guidelines have been approved by the Board of Directors (the “Board”) of Ranger Energy Services, Inc. (the “Company”) and, along with the charters of the Board committees, provide the framework for the governance of the Company.

I. The Board of Directors

A. Size of Board

The number of directors that constitutes the Board will be fixed by documented resolution from time to time pursuant to the Company’s Certificate of Incorporation and Bylaws (as amended from time to time). The Board is responsible for reviewing the advisability or need for any changes in the number and composition of the Board.

B. Qualification Standards

The Board will have a majority of directors who are “Independent Directors” as defined by The New York Stock Exchange (“NYSE”). Each year, the Nominating and Governance Committee of the Board, will review the relationships between the Company and each director and will report the results of its review to the Board, which will then determine which directors satisfy the independence requirements of the NYSE and any other applicable laws and standards.

The Nominating and Governance Committee of the Board is responsible for identifying and assessing individuals qualified to become Board members. Nominees for directorship will be selected by the Nominating and Governance Committee, as applicable, which will consider candidates recommended by directors, management, third-party search firms, and stockholders. An invitation to join the Board should be extended by the Board itself or by the Chairman of the Board.

C. Director Responsibilities

The basic responsibility of each director is to exercise his or her business judgment to act in what he or she reasonably believes to be in the best interests of the Company and its stockholders. In discharging this obligation, directors should be entitled to rely on the honesty and integrity of the Company’s senior executives and its outside advisors and auditors.

Directors are expected to attend Board meetings and meetings of committees on which they serve, and to spend the time needed and meet as frequently as necessary to properly discharge their responsibilities. Information and data that are important to the Board’s understanding of the business to be conducted at a Board or committee meeting should generally be distributed in writing to the directors before the meeting, and directors should review these materials in advance of the meeting. Attendance at Board and committee meetings should be considered by the Board in assessing each director’s performance.

D. Service on Other Boards

In advance of accepting an invitation to serve on another public company board, directors should advise the Chairman of the Board to allow an assessment to be made of, among other things, the potential impact of such service on the director's time and availability, potential conflict of interest issues and the director's status as an independent director.

E. Change in Status

To avoid any potential conflict of interest, directors will not accept a seat on any additional public company board without first reviewing the matter with the Board. In addition, a non-employee director should advise the Board in the event of retirement or other substantial change in the nature of the director's employment or other significant responsibilities.

F. No Term Limits

The Board does not believe it should establish limits on a director's service. As an alternative to term limits, the Board will review each director's continuation on the Board every year.

G. Chairman of the Board

The Board elects from among its members a Chairman who will organize Board activities to enable the Board to effectively provide guidance to and oversight of management. The Board has no policy with respect to the separation of the offices of Chairman and Chief Executive Officer. The Board believes that this issue is part of the succession planning process and that it is in the best interests of the Company for the Board to make a determination regarding this issue each time it elects a new Chief Executive Officer or otherwise in its discretion.

H. Meetings of the Board

The Chairman of the Board will establish the agenda for each Board meeting and preside at all meetings of the Board. At the beginning of the year, the Chairman of the Board will establish a schedule of agenda subjects to be discussed during the year (to the degree this can be foreseen). Each director is free to suggest the inclusion of items on the agenda. Each director is free to raise at any Board meeting subjects that are not on the agenda for that meeting.

I. Meetings of Non-Management Directors

The non-management directors will have regularly scheduled meetings in executive session. In the event that the non-management directors include directors who are not independent under the listing requirements of NYSE, then, at least once a year, there should be an executive session including only independent directors. Assuming he or she is independent, the Chairman of the Board will preside at and is responsible for preparing an agenda for the meetings of the independent directors in executive session. If the Chairman of the Board is not independent, the Board will recommend an independent director to preside at these meetings.

J. Board Interaction with External Constituencies

The Board believes that the management speaks for the Company. As such, individual directors will not meet or otherwise directly communicate with stockholders, research analysts, vendors, merger or acquisition counterparties, the press or other external constituencies on behalf of the Company unless the communication is (1) requested by the Chairman of the Board, the Chief Executive Officer or the full Board or (2) required to discharge his or her duties as set forth in committee charters or these Guidelines.

K. Director Compensation

The Compensation Committee of the Board (the “Compensation Committee”) will conduct a periodic review of director compensation and set the form and amount of director compensation. The Board will consider that a director’s independence may be jeopardized if (1) director compensation and perquisites exceed customary levels, (2) the Company makes substantial charitable contributions to organizations with which a director is affiliated or (3) the Company enters into consulting contracts with (or provides other indirect forms of compensation to) a director or an organization with which the director is affiliated. Directors who are employees of the Company may not receive additional compensation for service on the Board.

L. Annual Performance Evaluation of the Board

Each year, the Nominating and Governance Committee will lead the Board’s annual performance review. As part of this process, the Nominating and Governance Committee will receive comments from all directors and report to the full Board with an assessment of the Board’s performance.

M. Director Orientation and Continuing Education

The Board is responsible for developing and evaluating an orientation and continuing education program for directors.

N. Board Member Attendance at the Annual Meetings of Stockholders

Directors are strongly encouraged to attend the Company’s annual meeting of stockholders.

O. Stockholder Communications with Directors

The Board welcomes communications from the Company’s stockholders and other interested parties. Stockholders and any other interested parties may send communications to the Board, any committee of the Board, the Chairman of the Board or any other director in particular to:

Ranger Energy Services, Inc.
10350 Richmond Avenue, Suite 550
Houston, Texas 77042

Stockholders and any other interested parties should mark the envelope containing each communication as “Stockholder Communication with Directors” and clearly identify the intended recipient(s) of the communication. The Company’s Compliance Officer, which shall be the Company’s Chief Financial Officer or other officer as designated by the Board, will review each communication received from stockholders and other interested parties and will forward the communication, as expeditiously as reasonably practicable, to the addressees if: (1) the communication complies with the requirements of any applicable policy adopted by the Board relating to the subject matter of the communication; and (2) the communication falls within the scope of matters generally considered by the Board. To the extent the subject matter of a communication relates to matters that have been delegated by the Board to a committee or to an executive officer of the Company, then the Company’s Compliance Officer may forward the communication to the executive officer or chairman of the committee to which the matter has been delegated. The acceptance and forwarding of communications to the members of the Board or an executive officer does not imply or create any fiduciary duty of the Board members or executive officer to the person submitting the communications.

II. Committees of the Board of Directors

A. Committees

The Board will have at all times an Audit Committee, Compensation Committee, and Nominating and Governance Committee. The Board may, from time to time, establish and maintain additional committees or subcommittees as necessary or appropriate. Committee chairmen and members will be appointed by the Board, based on the recommendation of the Nominating and Governance Committee. A director may serve on more than one committee. Board committee assignments and chairman positions will be reviewed by the Board, or a committee thereof, from time to time.

All of the members of the Audit Committee, Compensation Committee, and the Nominating, and Governance Committee must satisfy the independence and experience requirements detailed in its committee charter. The Board will determine whether or not each director is independent, disinterested, and a non-employee or outside director under the standards applicable to the committees on which such director is serving or may serve.

B. Committee Charters

Each committee will have its own charter. The committee charter will set forth the authority and responsibilities of the committee as well as qualifications for committee membership, procedures for committee member appointment and removal, committee structure and operations and committee reporting to the Board. The charter will also provide that each committee will annually evaluate its performance and its charter.

C. Committee Meetings

The chairman of each committee, in consultation with the committee members, will determine the frequency and length of the committee meetings consistent with any requirements set forth in the committee's charter. The chairman of each committee, in consultation with the appropriate members of the committee and management, will develop the committee's agenda. At the beginning of the year, the chairman of each committee should establish a schedule of agenda subjects to be discussed during the year (to the degree these can be foreseen). Committee members are free to suggest the inclusion of items on the agenda. Committee members are free to raise at any committee meeting subjects that are not on the agenda for that meeting.

D. Annual Performance Evaluation of the Committees

The Board will conduct the annual performance review of the Board's committees. As part of this process, the Board will request that the Chairman of each committee report to the full Board about the committee's annual evaluation of its performance and evaluation of its charter.

III. Director Access to Independent Advisors and Management

The Board and each committee has the power to hire independent legal, financial or other experts and advisors as it may deem necessary, without consulting or obtaining the approval of any officer of the Company in advance.

Directors have full and free access to officers and employees of the Company. Any meetings or contacts that a director wishes to initiate may be arranged through the Chief Executive Officer or directly by the director. The directors will use their judgment to ensure that any such contact is not disruptive to the business operations of the Company.

The Board welcomes regular attendance at each Board meeting of executive officers of the Company.

IV. Management Evaluation and Succession Planning

The Board will conduct the annual performance review of the Company's Chief Executive Officer, and the Chief Executive Officer will conduct an annual performance review of his or her direct reports and provide an overview of such management reviews to the Board.

The Board will meet periodically on succession planning. The Chief Executive Officer should at all times make available his or her recommendations and evaluations of potential successors, along with a review of any development plans recommended for such individuals.

V. Review of Governance Policies

The Board periodically will review and reassess the adequacy of these Guidelines and approve any necessary changes. In addition, the Board will consider any other corporate governance issues that arise from time to time and will take such actions as appropriate to address these issues. Such review will include management's monitoring of the Company's

compliance programs and Corporate Code of Business Conduct and Ethics, including a report of violations and waivers of the Corporate Code of Business Conduct and Ethics. Any waiver of the Corporate Code of Business Conduct and Ethics may be made only by the Board or a committee thereof.

VI. Posting Requirement

The Company will post these Guidelines, the charters of each Board committee and the Company's Code of Conduct on the Company's website as required by applicable rules and regulations. In addition, the Company should disclose in its proxy statement for its annual meeting of stockholders or, if the Company does not file a proxy statement, in its Annual Report on Form 10-K, that a copy of each document is available on the Company's website and provide the website address.